

When Former Enemies Turn Business Partners

Millions of Arabs Find Themselves Accepting the Israelis as a Fact of Life

By Caryle Murphy and Nora Boustany
Washington Post Service

CAIRO — Ahmed Kadry, an Egyptian, and Amr al-Eisawi, an Israeli, had no idea they once had tried to kill each other.

"I'm an ex-pilot," Mr. Kadry said while chatting at a recent business meeting in Cairo. "I'm also an ex-pilot in the air force," Mr. Kadry said.

"What aircraft did you fly?"

"A Mig-21," Mr. Kadry replied. "I worked at Mansoura air base."

"I was one of the pilots who attacked Mansoura on the night of October 1973," Mr. Kadry disclosed to the attention of everyone in the room.

Mr. Kadry, now 45, was wishing his wife a happy anniversary on the phone when Israeli jets began the raid, one of the biggest of the 1973 Arab-Israeli War. After hanging up, he scrambled his jet as bombs fell.

"I told him I also attacked his bases, so we are equal," joked Mr. Kadry in an interview, adding that Mr. Kadry is returning soon for another visit to Egypt. "I think we have a lot of stories to talk about."

The transformation of these enemy pilots into business partners is a parable for the ground-shaking change taking place in relations between Arabs and Israelis—a resigned but growing recognition by millions of Arabs from Morocco to the Gulf that the Jewish state has become an accepted part of life in the Middle East.

Signs of momentous change are in the details. Israel now has direct telephone links with several Arab states, including Qatar and Lebanon. Tunisia's state-run television sent a crew to Israel for the first time to do a program on West Bank Palestinians, and Arab newspapers are sending correspondents to Israel with some regularity.

"I would like to go there," said Ahmed Jarrah, editor of Kuwait's Al-Siyassah newspaper. "I would like to see this country."

A group of Egyptian Copts, defying the command of their religious leader, took off recently for Jerusalem to see the Christian holy places for the first time in 40 years. Israel was host to its first official delegation of Egyptian university professors and earlier this month 60 Moroccan-born Israeli Jews revisited their birthplace for the first time in four decades.

In a few months, it is going to become "fashionable" to go there, said a Cairo businessman, Sammy Eldin, who just made his first trip.

"Let me tell you something," said Fahmy al-Ghazali, 48, who also made his first trip a few weeks ago. "From the beginning, all the Israeli people were very cooperative and encouraging."

He added, "We like their way of doing business. They are very serious. They don't waste time after introductions. They start directly on their plan of action."

Israel's transition from pariah to potential partner is most evident in the overtures to Israelis by Arab governments and businessmen seeking potentially lucrative deals. Since September, Israeli officials have received VIP treatment in Qatar, Oman, Tunisia and Morocco.

Qatar is studying how to supply Israel with natural gas. Egypt has launched discussions on a joint oil refinery, and officials talk of eventually linking Arab and Israeli electricity grids.

Millionaire businessmen from Saudi Arabia, Kuwait, Qatar and Bahrain are jetting off to London, Paris and Cairo to meet Israelis, while Jordanians, Egyptians and Lebanese are rushing to Jerusalem for similar contacts.

The name of the game now is business," said Raouf Saad, the official in the Egyptian Foreign Ministry who organized a ground-breaking symposium here for Arab and Israeli businessmen. They discussed regional package tours and possibly "one visa for the region."

Many Syrians are also looking forward to the

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MOURNING A FIRST LADY — Jacqueline Kennedy Onassis's coffin being carried from St. Ignace Loyola Church in New York after her funeral Monday. Her children John F. Kennedy Jr. and Caroline Kennedy Schlossberg are at left. Edward M. Kennedy eulogized the former first lady at rites attended by 1,000 people. She was buried in Arlington National Cemetery. Page 3.

For Seoul, Strong Yen Means Business

By Andrew Pollack
New York Times Service

SEOUL — When Mitsubishi Motors Corp. said recently that it might buy steel from Pohang Iron and Steel Co. in South Korea, it created headlines on both sides of the Sea of Japan. Japanese auto companies, as a rule, have never bought Korean steel.

But with the rise of the yen, Korean steel is now about 20 percent cheaper than Japanese steel, Mitsubishi said, a difference too great to ignore.

Even as it squeezes Japan's famous steel, auto and electronics companies, the strong yen has given new life to their competitors in South Korea and elsewhere in Asia, pushing growth throughout what is already the world's fastest growing region.

"It's a tailwind for us," said Kim Sun Hong, the chairman of Kia Motors Corp., Korea's second-largest automaker. The company is

doubling capacity at its main factory in anticipation of greater exports.

Owing in part to the yen's rise, South Korea's economy is booming again after two years of sluggishness. Economists expect 7 percent to 8 percent growth this year, compared with 5.6 percent last year and 5 percent the year before that.

New factories are going up everywhere and the government has decided to allow 20,000 foreign workers into the country to help fill job vacancies.

"The most important factor is the yen," said Lim Dong Sung, president of the Samsung Economic Research Institute. "The economic recovery is led by heavy industry — cars, shipbuilding, electronics. Most of these industries compete with Japan."

The yen is now worth about 7.7 Korean won, a gain of 22 percent from 6.3 won at the end of 1992. That has given Korean products a price

advantage of 10 percent to 25 percent over Japanese ones, Korean executives say.

With such an advantage, South Korea's shipbuilding industry surpassed Japan's in 1993 to become the world's largest in terms of orders received. Korean auto exports soared 40 percent in 1993 to 640,000 vehicles and another strong gain is expected this year.

The South Korean consumer electronics industry has benefited as well. "The export business is really booming," said Bae Soon Hoon, president of Daewoo Electronics Co. Daewoo's exports in the first quarter were up 48 percent to \$311 million.

Some of these exports are products that are sold by Japanese companies under their own names.

In most cases, Korean products are displacing Japanese ones in the United States, Europe, Asia and Latin America, not in Japan itself. But

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Kohl's Choice Wins Vote For President In Germany

Victory by Herzog Gives Chancellor a Boost in Tough Re-election Race

By Stephen Kinzer

BERLIN — Chancellor Helmut Kohl won an important political victory Monday when a specially constituted assembly chose his candidate, Roman Herzog, chief justice of Germany's highest court, to be the next president.

Mr. Herzog, 60, will take office on July 1, replacing Richard von Weizsäcker, who after two five-year terms was ineligible for re-election.

Although the German presidency was once considered to be above partisan politics, this year's campaign was hard-fought by party leaders because of its potential impact on the race for chancellor that is under way. Mr. Kohl warned delegates from his Christian Democratic Union that if Mr. Herzog failed to win, the party's chances in the October election would suffer.

The chancellor, who was sitting at Mr. Herzog's side when the result was announced, is facing a tough re-election campaign against Rudolf Scharping of the Social Democratic Party. The election Monday suggested that Mr. Kohl remains strong.

In the decisive third round of voting, Mr. Herzog won the support of the center-right Free Democrats, who are Mr. Kohl's junior coalition partners. Their decision was taken as a sign that the coalition is firm.

After the election, Mr. Herzog said in a speech that Germany faced an uncertain and difficult future, but expressed confidence that "we Germans, we Europeans, can do what must be done."

He also appealed for greater understanding between the country's East and West.

"To the citizens of the former Federal Republic, of whom much sacrifice is being asked, I would say that this is the result of a historical injustice which happened to fall on the Elbe border," he said.

"To those in the new states, please understand that you are not a burden to us but a windfall," he said. "You bring much with you, experiences that we in the West did not have, in a world where many things were more humane than they were with us."

Mr. Herzog failed to win the clear majority of votes needed for victory in the first two rounds, but in the third round he took 696 votes to 605 for his Social Democratic opponent, Johannes Rau, governor of North Rhine-Westphalia.

The vote was taken at the Reichstag, the once and future home of the Parliament, by a 1,324-member assembly consisting of all 662 members of Parliament's lower house and an equal number of representatives from the 16 state governments.

Opinion surveys suggested that if the public had been allowed to vote, the result would have been different, with Mr. Rau easily defeating Mr. Herzog, who is relatively unknown.

The president has little formal power, but the job became highly visible after Mr. Weizsäcker began using it as a pulpit to denounce error against foreigners and to remind Germans that they should not forget negative aspects of their history.

Mr. Herzog is a highly respected jurist but a puzzle to many Germans.

He is a native Bavarian, though unlike most Bavarians he is Protestant rather than Catholic. He favors Brazilian cigars and collects Tommy Dorsey recordings.

While serving as justice minister in the western state of Baden-Württemberg, Mr. Herzog earned a hard-line reputation by introducing

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Israel Demands Arafat Restate Commitment to Peace Accord

By David Hoffman
Washington Post Service

JERUSALEM — Israel demanded Monday that Yasser Arafat, chairman of the Palestine Liberation Organization, recommit himself in writing to the Gaza-Jericho peace accord, and senior Israeli leaders warned that the process of Palestinian self-rule would be frozen if Mr. Arafat could not assert control in those two areas.

The demands followed continuing disarray among the Palestinian security forces and the disclosure of further excerpts from a speech Mr. Arafat delivered May 10 in a Johannesburg mosque, in which he appeared to imply he would abrogate the accord with Israel. It was disclosed earlier that Mr. Arafat had called in the same speech for a "jihad" to liberate Jerusalem. He said he had been misunderstood.

Prime Minister Yitzhak Rabin's spokesman, Oded Ben-Ami, said Israel would ask Mr. Arafat

for a written reaffirmation of his commitment in light of the speech in Johannesburg.

A rightist group of rabbis and secular activists disclosed that in his address, Mr. Arafat said the pact with Israel was similar to the one that Mohammed had signed with the Kurash tribe in 628 B.C.

"This agreement, I am not considering it more than the agreement which had been signed between our Prophet Mohammed and Kurash," Mr. Arafat said.

Since some scholars have contended that Mohammed broke the treaty, his statement could indicate that Mr. Arafat intends to do the same. But Mr. Arafat's loyalists take issue with this interpretation, saying that it was the Kurash who violated the agreement first.

Mr. Arafat's adviser on Israeli affairs, Ahmed Tibi, said Israeli news organizations had distorted Islamic history to put Mr. Arafat on

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QUICK EXIT — Martina Navratilova, a two-time winner, was upset Monday in the first round of the French Open by Miriam Oremans of the Netherlands. Page 21.

Klosk

U.S. and Japan Nearing Trade Deal

WASHINGTON (AP) — Outlines of a compromise emerged Monday as negotiators from the United States and Japan struggled to resolve a three-month trade dispute between the two countries.

They were said to be close to a deal in which the United States would pledge not to seek specific numerical targets for imports into Japan. In return, Japan would drop its opposition to using various criteria to measure progress in opening markets.

Negotiators met Monday for the fourth time in five days, with growing signs that agreement was imminent.

Commerce Secretary Ronald H. Brown said the fact that the discussions, which had

originally been scheduled to last only one day, were still under way was a "good and positive sign."

The U.S. trade representative, Mickey Kantor, said Japan had responded to proposals he had put forward a month ago in Morocco "in a very positive manner," but he refused to go into specifics about what was being discussed or to predict when the talks might be over.

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Terror Is Fading in Vietnam But Fear Remains Pervasive

Malcolm W. Browne
New York Times Service

HO CHI MINH CITY, Vietnam — The terror of arbitrary arrests, secret trials and penal servitude that gripped Vietnam in the decade after the 1975 "liberation" has begun to fade against the glare of the country's economic dawn. But fear still casts a subtle shadow.

By 1988, when Vietnam's Communist leaders began a struggle to improve their long-suffering country's image and attract desperately needed foreign investment, the network of prison camps is believed to have freed all but a few hundred of the tens of thousands of political prisoners they held.

But although overt opposition to the government is quiescent, the police still make midnight calls on sleeping families, and an unlucky

suspect can expect to spend up to a year in jail before being tried.

Political trials, which are closed to foreign observers, still result in long prison sentences for such vaguely defined crimes as "counterrevolutionary propaganda." Prudent citizens choose their words carefully.

For some, the stress of uncertainty has proved insuperable.

The proprietor of a Saigon leather-goods store told a visitor that two of his brothers had recently committed suicide, fearing that they were about to be re-arrested and sent back to a "re-education camp" or one of the "new economic zones" set up immediately after the war — Vietnam's equivalent of Siberian gulags.

The family was friendly with many American

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For Krakow, McDonald's Golden Arches Don't Fit In

By Jane Perlez
New York Times Service

KRAKOW, Poland — The aesthetic guardians of this gloriously intact medieval city, the home of Cardinal Karol Wojtyla before he became Pope John Paul II, are determined that their market square, with its domes and statues and ancient town houses, not go the way of some of Europe's other landmarks.

Fired by centuries of city pride that glows ever more fiercely since the collapse of communism, Krakow is saying "no" to McDonald's in the square, known as Rynek Glowny.

"You don't put a jukebox in a salon," said Stanislaw Juchnowicz, a professor of architecture and one of the city's most passionate defenders. "We consider our marketplace our salon."

Rebuffing McDonald's is hardly unknown in preservation-conscious communities in the West. But here in Krakow, a place of contemplative rhythms that echo from the Jagellonian

University and the city's religious and royal antecedents, the rebellion against the fast-food chain carries a special meaning. The fight is not so much about a particular building, although that is part of it, but about fending off what many here see as the cult of prosperity.

Badly abused by the Communist government, which built a polluting steelworks nearby that scarred priceless statues and architecture, the city is now working hard to clean up its air, water and art. Many Krakovians say they do not want what they call another kind of outside vulgarity and will use their new-found democratic means to stop it.

The activities of this firm are symbolic of mass industrial civilization and a superficial cosmopolitan way of life," said Mr. Juchnowicz, who is also the chairman of the Polish Ecological Club. "Many historic events happened in this place, and McDonald's would be the beginning of the cultural degradation of this most precious urban area."

McDonald's, which has 13 restaurants in Poland, says that

Krakow is being unfair. The company says it already has one outlet in the city and went to great lengths to ensure that the restaurant melded with the facades of Florjanska Street, the old Royal Way, where it was built. The red and yellow logos are indeed discreet, no bigger than any of the myriad new commercial signs on the street.

"We have proven that McDonald's can fit in," said Timothy Fenton, the managing director of McDonald's Poland. "We took a 14th-century building that was devastated and restored it to its natural beauty."

Mr. Fenton said McDonald's was being picked on. "They have set a precedent by having everything else on the square — Adidas, Kodak. Why not us? It is an emotional thing."

The dispute is over the company's plans to open a restaurant in a faded but elegant building with 15th-century foundations. To temper emotions, McDonald's agreed to put its entrance on

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Newsstand Prices

Andorra	9.00 FF	Luxembourg	62 L.	Fr
Antilles	11.20 FF	Morocco	12 Dh	
Cameroon	1.400 CFA	Ghana	8.00 Cedis	
France	9.00 FF	Reunion	11.20 FF	
Greece	9.00 FF	Saudi Arabia	9.00 R.	
Gabon	960 CFA	Senegal	200 CFA	
Germany	300 Dr.	Spain	200 PTAS	
Italy	2.400 Lire	Turkey	1.000 Din	
Ivory Coast	1.120 CFA	Tunisia	1.120 Din	
Jordan	1 JD	U.A.E.	8.50 Dirh	
Lebanon	US\$ 1.50	U.S. Mil. (Eur.)	\$1.10	

Dow Jones

Down	23.94
3742.41	

Trib Index

Down	0.01%
113.69	

The Dollar

Yen	104.39	104.15
FF	5.6263	5.63

North Korea Warns On Naval Exercises

Compiled by Our Staff From Dispatches

TOKYO — North Korea on Monday described scheduled U.S.-led naval exercises in the Pacific as hostile military action that it was prepared to counter.

Nations from the United States, Japan, South Korea, Australia and Canada are to take part in six weeks of war games starting Tuesday near Hawaii.

The exercises will include a simulated battle between opposing fleets involving about 50 vessels, 200 aircraft and 25,000 personnel.

The maneuvers, known as Rim-pac, which stands for Pacific Rim, were first held in 1980 in response to the growing presence of the Soviet Navy in that region.

This year, military analysts say, the exercise will serve as a preparation for a possible naval blockade of North Korea.

North Korea is suspected of developing nuclear weapons. It denies this but has refused to allow international experts to fully inspect its nuclear plants.

The United States has raised the prospect of sanctions against the North if it continues to deny such access.

A spokesman for the North Korean Foreign Ministry said the maneuvers were part of a U.S.-led campaign of military intimidation.

"This is a military action that must not go unnoticed in view of the arms buildup the United States is forcing in South Korea," the spokesman said. The ministry also assailed talk of sanctions over what it called the "fictitious" nuclear issue.

The statement was carried by the official Korean Central News Agency, monitored in Tokyo.

"The Korean people are not afraid of anyone's military action and are prepared to counter the U.S.-orchestrated multinational military action," the statement said.

In an interview published Monday, a North Korean defector said 12 kilograms of plutonium from spent nuclear fuel in 1983 despite its public denials.

Australia Liberals Elect New Leader And Stress Unity

Compiled by Our Staff From Dispatches

CANBERRA — Australia's opposition Liberal Party on Monday installed a rising young star, Alexander Downer, as its leader and dropped John Hewson, who led the conservative party to a surprise defeat in elections last year.

In its eighth leadership ballot in 12 years, the party chose Mr. Downer over Mr. Hewson by 43 votes to 36, ending divisive speculation that had plagued the party since its loss to Prime Minister Paul Keating's Labor Party in general elections in March 1993.

Mr. Downer, 42, said after his election: "The Liberal Party has made a fresh start. We've set a course to win the next election."

Mr. Hewson, 47, who had called the ballot as his hold on the job slipped last week, said the party now had to maintain unity.

Mr. Downer has been in Parliament for 10 years. He favors more centrist economic policies than does Mr. Hewson.

(Reuters, AP, AFP)

The defector, Kim Dai Ho, a former official at a North Korean reprocessing plant, told the Tokyo newspaper Yomiuri that the fuel came from a reactor at Yonghyon, which is at the center of the dispute between Pyongyang and the International Atomic Energy Agency.

Plutonium is a key ingredient for a nuclear bomb. North Korea, which denies it is trying to develop such weapons, insists the only plutonium it ever produced at Yonghyon was "a tiny amount" in 1992.

So far, however, it has barred atomic agency experts from carrying out checks to determine whether it was telling the truth.

"If you have 12 kilograms of plutonium, you can make two nuclear bombs," said Mr. Kim, who defected to South Korea on May 7.

Mr. Kim also said that North Korea's secret nuclear development program was under the personal supervision of President Kim Il Sung and his son, Kim Jong Il.

(Reuters, AP)



JET JUNKYARD — A soldier patrolling Monday among the remains of jet fighters at a base in Baranovich, Belarus. The planes were destroyed in accordance with an agreement on conventional weapons in Europe. About 30 MIGs are to be junked this year.

Business Group in Hong Kong Opposes Patten's Electoral Plan

Compiled by Our Staff From Dispatches

HONG KONG — Hong Kong's General Chamber of Commerce, long a battleground between the pro-democracy and conservative camps, came out on Monday against key parts of Governor Chris Patten's reform bill.

The group's chairman, William Fung, criticized Mr. Patten's plan to give all 2.7 million workers a second vote in "functional," or occupational-based constituencies.

In recent years, the chamber has been the stage for a struggle between members favoring more democracy before the British colony returns to China in 1997 and conservative

businessmen who oppose confronting Beijing.

Mr. Fung said the chamber had told the government its views on parts of the bill, which the Legislative Council will debate on June 29.

He said, "We felt that the administration's proposals to create new large functional constituencies, representing an electorate of some 2.7 million from nine industrial and commercial sectors, to be a major departure from the concept and character of the existing functional constituencies."

Until now, electorates for functional constituencies have been tiny. At the last elections, in 1991, only about 100,000 people ranging from doctors and social workers to chambers of commerce members were allowed to elect members.

Mr. Patten says widening the electorate will make legislators more accountable to public opinion but China has accused him of trying to introduce direct elections by the back door.

In a separate development, a government spokesman said Monday that the number of people leaving Hong Kong ahead of the colony's transfer to Chinese sovereignty in 1997 dropped nearly 20 percent last year, to 53,000.

The spokesman attributed the decrease to the lingering recession in many of the Western countries that emigrants choose and to reduced immigration quotas in destination countries.

About 60,000 people left the territory in 1991, and an additional 66,000 departed in 1992. The government expects about 60,000 emigrants this year. (Reuters, AFP)

D-Day '44 in the Paris Press: The Allies Are Losing

By Barry James

International Herald Tribune

PARIS — How did the Normandy landings 50 years ago look from the other side? The pro-German press in Paris reported the operation with banner headlines, but predicted an early failure for the Allies.

Le Matin reported from German official sources that the Allies had lost 25,000 men in the first day of fighting — the real figure was 11,000 casualties or more — and had predicted an abandonment of several bridgeheads. It said airborne forces had been effectively wiped out by land mines and German fire.

"The first day of the invasion ended with a complete defensive success," the newspaper said, citing sources in Berlin.

The June 7 front page included an appeal from Marshal Philippe Pétain, the chief of state, for the French to remain calm and go about their duties normally while the fighting took place.

In an oblique reference to the resistance, Pétain warned people not to listen to those seeking to exploit the nation's distress. They threatened to lead it to disaster, he said.

A report in the same edition said the information minister, Philippe Henriot, had been to Berlin to "render homage to the Waffen SS" — Hitler's most fanatical troops — which he said were fighting to achieve a "European revolution."

The following day, June 8, things were looking a little clearer for Le Matin, which reported that German resistance

was strengthening along the Normandy coast and that despite "desperate efforts" the Allies had failed in their attempts to occupy Cherbourg and Caen.

Le Matin reported that American, British and Canadian prisoners were being taken to Rouen, where it said "incidents" had occurred with the local population, angered by Allied bombing raids on their city.

Meanwhile, Mr. Henriot continued his visit to Berlin by calling on the propaganda minister, Joseph Goebbels. He recalled the enthusiastic reception given recently to Pétain in Paris. This, he said, was proof that the French followed a single government, that of the marshal. A few weeks later, the people of Paris were to give an equally enthusiastic reception to General Charles de Gaulle.

The following week, on June 15, Le Cri du Peuple in Paris said the "Anglo-Americans" were vainly attempting to enlarge their bridgehead. For once, the newspaper said, correspondents from Germany, Britain and America could agree on one thing: "The destruction is terrific."

On June 21, Le Petit Parisien reported the bombardment of London by a new German weapon described as "meatballs of dynamite" — the V-1 flying bombs. News of the fighting in Normandy was relegated to page 2, where the newspaper, in a story dated from Berlin, said that American troops were driving northward toward Cherbourg. But the movement was dismissed as of no importance, and German military sources said that the real battle of Normandy had not yet begun.

The following day, June 22, Paris Midi said that the so-

called German "flying robots" were seriously disrupting supplies to the "invasion army" in France. Without mentioning German losses, it said 650 American and British tanks had been destroyed since the beginning of the Normandy fighting.

Paris-Soir on June 24 led with a warning by Goebbels that Germany's new weapon would continue to rain on London. The first phase of reprisals, he said, was but a prelude and there would be more powerful and effective weapons.

The newspaper also picked up an article from the London newspaper News Chronicle explaining why the United States had refused to recognize de Gaulle's Free French as the legitimate government in France.

It said America's aim was to defeat Germany while de Gaulle's was to achieve the spiritual rebirth of France — and "it is first necessary to show that France can be regenerated."

The article was accompanied by a statement from de Gaulle's representative in Normandy saying that there could be no elections in France for several years to allow for "the detoxification of populations infected by German propaganda."

Also on its front page, Paris-Soir reported a major Allied bombing raid on the Paris region, which it said killed at least 75 and wounded 171. The head of police in the capital bemoaned the "inexplicable imprudence" of the Parisians, who he said had flocked to see what was happening rather than taking shelter.

The Prop Plane Makes a Comeback, Like It or Not

By Adam Bryant

New York Times Service

NEW YORK — More than 40 years after jet aircraft first carried passengers and 25 years after the first flights of the supersonic Concorde, propeller planes are making

a comeback in the United States, flying more and more passengers on routes long served by jets.

While the smaller airplanes offer some advantages, many communities fret over the idea of whirling propellers on their runways.

Because many travelers board propeller planes reluctantly, or refuse to fly on them at all, some cities that have recently lost all jet service say they have become less attractive to outside businesses.

"It is hard to present ourselves as a state-of-the-art, high-tech company when you have to get on a 19-seat turboprop to get here," said Harry Keating, an executive with a computer company in Sioux City, Iowa.

Sioux City officials say contracts for conventions planned in the city were canceled or put on hold after United Airlines ended jet service last year. And Mr. Keating said his company occasionally sent drivers 90 miles (150 kilometers) to Omaha, Nebraska, which has jet service, to pick up clients who did not want to take a propeller flight to Sioux City.

Last year, more than 50 million passengers in the United States flew on propeller aircraft, mostly on regional airlines, on flights of less than 300 miles or two hours.

So common are the propeller planes that many passengers find no choice but to use them, whatever their feelings about the relative safety, greater turbulence or lack of amenities aboard.

In the last five years, airlines have replaced jets with propeller planes on at least 375 routes, according to research by Kipper, Peabody & Co. Another 202 routes gained jet service, for a net loss of jet service on 173 routes.

"It's a simple matter of economics," said David A. Swierenga, chief economist for the Air Transport Association, a trade group in Washington. "Carriers are matching the size of the plane to the number of passengers in a particular market."

Airport officials and travel agents in cities that have recently lost all jet service, like Sioux City, Springfield, Illinois, and Worcester, Massachusetts, say many residents drive to neighboring cities to board jetliners.

"A lot of people don't like the smaller planes because they are slightly less safe," said Michael Berger, an owner of Premier Travel, a travel agency in Sioux City.

Direct comparisons of the safety records of jet aircraft and propeller planes are not compiled by any agency or group, but industry executives generally agree that the rate of accidents resulting in deaths has been two to three times higher on propeller planes than on jets. Generally, smaller propeller planes have a higher accident rate than the larger ones.

The shift toward propeller planes is a result of the airline industry's continuing effort to turn a consistent profit since the industry was deregulated in 1978.

In the mid-1980s, airlines started creating "hubs" at airports to which they funneled passengers from nearby cities. The airlines assigned jet aircraft to serve many of these feeder routes, thinking they would be needed as demand grew.

But after long and steady growth in passenger traffic, demand leveled off, leaving the airlines with too much capacity and years of billion-dollar losses. Over the last four years, the world's major airlines have lost \$15.6 billion.

Because jet aircraft are more expensive to operate on shorter flights than propeller planes, airlines in the United States and in countries throughout the world are switching to propeller-driven planes, finding they can reduce operating costs by 20 percent to 40 percent on a typical route.

How big a difference does a propeller aircraft mean to passengers? Fares generally do not change with a switch to propeller planes, and the travel time is not enormously different.

Even though jet aircraft have far higher top speeds, short routes often consist of a long climb and a long descent with just a modest sprint in between.

But behind the passenger discontent are some differences that cannot be erased. Propeller aircraft generally fly at lower altitudes, where turbulence is greater.

And boarding a propeller craft is usually a vivid reminder of what is ahead. Rather than walking down a covered ramp, impervious to wind or precipitation, passengers on a propeller plane often walk outside, exposed to noise and the elements.

Some communities are so fearful that the loss of jet service will curtail economic development that they have guaranteed profits to airlines that continue to provide jets.

WORLD BRIEFS

Yeltsin Targets Taxes and Exports

MOSCOW (AP) — President Boris N. Yeltsin signed a package of economic decrees Monday aimed at increasing tax collection and stimulating production and exports.

Alexander Litvinchuk, who heads a presidential panel of economic advisers, said the five decrees would help promote true economic reform, which, he said, "have not started yet in the Russian economy."

Under the decrees, Mr. Litvinchuk said, basic tax rates for producers including the profits tax and value-added tax, would be lowered to 10 percent to 20 percent to boost production. At the same time, businesses will face high fines for tax evasion, he said. The decrees also would allow the total number of taxes, offer tax advantages to Russian-foreign joint ventures producing inside Russia, and cancel a complex system of government-imposed export quotas and licenses.

Crimean and Ukrainian leaders accused each other on Sunday of stockpiling weapons and preparing to battle for control of Crimea. The peninsula was part of Russia until 1954. It has a population of 2.7 million, of whom 70 percent of which is Russian.

U.S. Backs Ukraine Hold on Crimea

WASHINGTON (AP) — Stepping into a boiling dispute, Secretary of State Warren M. Christopher notified Ukraine on Monday that it has the support of the Clinton administration in trying to maintain control of the strategic Black Sea peninsula of Crimea.

"The territorial integrity of Ukraine within its present borders is something that the United States has consistently affirmed," said the State Department spokesman, Mike McCurry. Mr. Christopher assured the Ukrainian foreign minister, Anatoli Zlenko, of the U.S. position in a letter delivered Monday, the U.S. official said.

Crimean and Ukrainian leaders accused each other on Sunday of stockpiling weapons and preparing to battle for control of Crimea. The peninsula was part of Russia until 1954. It has a population of 2.7 million, of whom 70 percent of which is Russian.

Serbs Ignore Agreement on Gorazde

SARAJEVO, Bosnia-Herzegovina (AP) — The latest deal to ease tensions in Gorazde failed Monday within days of its agreement. United Nations officials said Serbian troops refused to withdraw from the town, were building new bunkers and were restricting UN movements.

Bosnian Serbian leaders signed an accord Saturday with the UN military commander, Sir Michael Rose, pledging to pull about 150 militiamen out from a 3-kilometer exclusion zone around Gorazde. The troops were supposed to leave the town, which is 36 kilometers (22 miles) southeast of Sarajevo, by Sunday.

On Sunday, "we all waited for the magical hour," the UN spokesman, Rob Anstall, told journalists Monday, but "no changes in the deployment of troops" occurred. Serbian soldiers were observed reinforcing their positions by building bunkers just outside the exclusion zone, he said.

NATO Chief to Miss Ministerial Talks

BRUSSELS (Reuters) — Secretary-General Manfred Wörner of NATO, who is recovering from operations for cancer of the colon, will miss a meeting of alliance defense ministers on Tuesday and Wednesday, a spokesman for the North Atlantic Treaty Organization said.

The NATO secretary-general will not be chairing the meeting of defense ministers on the advice of his doctors not to interrupt his convalescence, the spokesman told reporters Monday. It will be his last high-level NATO meeting that Mr. Wörner, 59, has missed since he fell ill in 1992.

The NATO ministers are to discuss how the Partnership for Peace defense cooperation program would apply to Russia.

Opposition Turns Up Heat on Hata

TOKYO (Reuters) — Prime Minister Tsutomu Hata, head of Japan's first minority government since 1955, came under a barrage of criticism Monday from an aggressive opposition more determined than ever to topple his coalition.

The Liberal Democratic Party, which now holds more seats than the coalition, denounced Mr. Hata as ineffectual and a mere puppet of his powerful backroom boss, Ichiro Ozawa. "A person other than the prime minister, Ozawa himself, is making all the decisions," said Takashi Fukuya, a Liberal Democratic lawmaker. "This two-tiered power structure is deplorable."

Mr. Hata also came under attack for the delay in enacting a budget now seven weeks overdue, which is needed to help finance anti-recession measures. Legislators approved a second interim budget last week to tide the government over until the end of June.

Bomb Ends Colombia Election Peace

BOGOTA (Reuters) — A bomb blast in Medellín that killed six police officers has shattered Colombia's fragile pre-election peace and renewed fears among officials that violence may stain the presidential elections Sunday.

Police said Monday they thought the 40-kilogram (88-pound) bomb, which exploded Sunday evening, wrecking a police van returning from escort duty at a soccer match, was probably the work of Marxist guerrillas opposed to the government.

"All the information we have suggests the guerrillas want to do something big before the elections to show their strength," a presidential source said. The bomb Sunday shattered a calm in Medellín that had reigned since police shot and killed the drug boss Pablo Escobar Gaviria there last December.

U.S. House Acts on Ocean Dumping

WASHINGTON (AP) — According to an international convention signed last year, the House of Representatives approved a ban Monday on dumping radioactive waste in the ocean.

The measure, which passed by voice vote, strengthens a 1972 law that prohibits the dumping of high-level radioactive wastes into ocean waters. The bill must still be considered by the Senate.

The United States and most other industrialized nations in 1972 agreed to the London Dumping Convention that banned high-level radioactive waste dumping. In 1983 those nations also agreed to a voluntary moratorium on disposing of low-level radioactive wastes in the ocean. The voluntary moratorium was formalized in November.

Tunnel Passenger Service in July

LONDON (Reuters) — Eurotunnel, operator of the Channel Tunnel linking Britain and France, said Monday it expected to start its passenger service in a limited form in July.

Through trains will carry passengers between London and Paris and shuttle trains will carry cars and other private vehicles between the coastal towns of Folkestone and Calais.

A spokesman said the train service, which will take three hours between London and Paris and three hours and 15 minutes between London and Brussels, is expected to take 60 percent of the present business air travel among the three cities.

Fifty-six cars and motorcycles braking suddenly in the rain slammed into each other on Monday, injuring 15 people, on a motorway near Rosenheim, south of Munich. (Reuters)

Subfreezing cold swept South Africa overnight. A couple trying to keep warm by a coal fire in a frigid shack in Bishop Lavis near Cape Town died from inhaling fumes while asleep, police said. (Reuters)

With fares substantially below those of Iberia and Air France, the privately owned Air Europa plans to start flying between Madrid and Paris next month, the company announced in Madrid. (Reuters)

Fog closed the airport on the Portuguese island of Madeira, stranding hundreds of tourists, airport officials said Monday. Flights were halted Sunday afternoon, and there was little prospect of the weather clearing until Tuesday, they said. (Reuters)



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Brazil	001-800-444-1891	Portugal	001-800-444-1891	USA (Local Numbers)	001-800-444-1891
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THE AMERICAS

★ POLITICAL NOTES ★

White House in a Bind Over California

WASHINGTON — In 1992, the motto of the Clinton campaign was: "It's the economy, stupid." For the White House aides counting electoral votes for 1996, the theme is: "It's California, stupid."

Those two goals collided when the Federal Reserve raised short-term interest rates for the fourth time this year, seeking to brake the national economy before its recovery gets too strong and leads to inflation.

The problem is that California's recovery has hardly begun rolling yet. State officials are concerned that higher interest rates are likely to hurt the state's economy, especially its huge housing industry.

"It is our concern that these increased rates may dampen or depress the beginnings of a modest housing recovery in the state," said Harold D. Palmer, an assistant director of the California Department of Finance.

Administration officials have said they regarded higher interest rates as a necessary evil to fight inflation, something they must accept despite the likely harm to California.

The result is a frustrating situation for the administration, and one fraught with some political peril. California is critical to President Clinton's re-election prospects in 1996. But however crucial he considers the state, there is a limit to how much he can do to help its economy separately from the rest of the nation's. (NYT)

First Lady Denies Oval Office Ambitions

NEW YORK — The New Yorker magazine reports in its current issue that some friends of the first lady say she may be planning to succeed her husband.

But at least one source for the story says the magazine misquoted her, and Mrs. Clinton's spokeswoman denies that any such conversations have occurred.

The magazine quoted Betty Wright, President Bill Clinton's chief of staff when he was governor of Arkansas, as saying: "There are a great many people talking very seriously about her succeeding him."

In December, according to the magazine, Ms. Wright said: "Their staff will say 'We have to do it this way and that way, and then we'll be here at least 12 years.' And it's not just the staff, Friends, Democrats, people out across the country think it is a very viable plan of action."

Ms. Wright, now a lobbyist, said after the magazine came out that she never said anything of the sort. Speculation that Mrs. Clinton wants to succeed the president after — and if — he is elected to a second term is "silly," she said. (AP)

Listening to Clinton, Still Not Liking It

PHOENIX, Arizona — When Bill Clinton speaks, Pamela Lopez and Bob Lewis listen. "He's smooth, and he's talking like a man on your side," said Mr. Lewis. Ms. Lopez agreed: "He can get up and give a talk and actually, you know, I've been caught up in the emotional effect."

That said, the two Phoenix-area residents think less of the president today than when he was elected in 1992. They did not vote for him then and cannot imagine doing so now. "He's a typical politician," said Ms. Lopez, a paralegal. Mr. Lewis, who works in the defense industry, said, "I see no substance as a leader."

The Post first interviewed Mr. Lewis, Ms. Lopez and eight other Phoenix-area residents in 1992, when their disgust with both Republicans and Democrats drew them to Ross Perot's fledgling campaign. All voted for Mr. Perot in November 1992.

The Post recently reconvened six of the original group of 10 people to ask them how their attitudes toward Mr. Perot, Mr. Clinton, Congress, and politicians had changed since the election. Lois Crowell, a human-resources clerk, put it succinctly: "Right back where we started," she said. To which David Ireland, a stockbroker, added, "Unfortunately!" (WPT)

Quote/Unquote

Former President George Bush, in a commencement address at Colby College in Waterville, Maine: "If, as president, I had the power to give just one thing to the nation, it would have been the return to an inner moral compass. I'm convinced that it is the idea of 'family values' that answers to our problems can be found." (AP)

Jacqueline Kennedy Onassis Laid to Rest at Eternal Flame

By Paul F. Horvitz
International Herald Tribune

WASHINGTON — Jacqueline Kennedy Onassis was buried on Monday at Arlington National Cemetery in Washington beside an eternal flame she lighted three decades ago at the grave of her assassinated husband, the 35th president of the United States.

Her two children, John F. Kennedy Jr. and Caroline Kennedy Schlossberg, joined 100 close friends and family members for a final good-bye, each kneeling and kissing her mahogany casket. Mr. Kennedy leaned to touch his father's gravestone as well.

The moment was poignant and painful for millions of Americans who had strong memories of a 34-year-old widow escorting

her two young children during the funeral for President John F. Kennedy in 1963.

American television networks interrupted their programming to bring live coverage of the Onassis funeral and burial, interspersed with historical footage from the Kennedy years. Earlier in the day, thousands of mourners stood behind police barricades outside the private funeral in New York.

President Bill Clinton, long an admirer of President Kennedy and more recently an acquaintance of Mrs. Onassis, offered a brief graveside eulogy, saying: "God gave her very great gifts and imposed upon her great burdens. She bore them all with dignity and grace and uncommon common sense."

"May the flame she lit so long ago burn

ever brighter here and always brighter in our hearts. God bless you friend, and farewell."

Mrs. Onassis was 64 when she died of cancer last week at her apartment in New York, where she had worked as a book editor and doted on her daughter's three children.

She was eulogized by her brother-in-law, Senator Edward M. Kennedy, at a funeral Mass in the same New York church, St. Ignace Loyola, where she had been christened. As he had done so many times at funerals for members of the Kennedy family, the senator mixed humor with somber affection.

He recalled that Mrs. Onassis had invited the Clintons aboard the family yacht during a vacation at Martha's Vineyard

last year. She urged the senator to step off the boat and greet the president, instead of leaving that duty to Maurice Tempelman, her longtime companion.

"I said, 'Maurice is already there,'" the senator said.

"And Jackie answered with a smile: 'Teddy, you do it. Maurice isn't running for re-election.'"

Mr. Kennedy went on to praise his sister-in-law as a woman with a strong sense of self and an equally strong devotion to her children.

He recounted a remark she had made of her first husband the month after his assassination: "They made him a legend, when he would have preferred to be a man."

He explained her struggle for privacy this way: "She never wanted public notice

— in part, I think, because it brought back painful memories of an unbearable sorrow, endured in the glare of a million lights."

Caroline, 36, and John Jr., 33, read selections from the Scriptures and their mother's favorite poems at the funeral Mass, including "Memory of Cape Cod" by Edna St. Vincent Millay. Mr. Kennedy said the family had sought to capture "my mother's essence" in selecting the readings, "her love of words, the bonds of home and family, and her spirit of adventure."

Jessye Norman, the opera soprano, sang "Ave Maria," and Mike Nichols, the movie director, read from the Scriptures.

Mrs. Onassis, who married Aristotle Onassis in 1968, was ill with non-Hodgkin's lymphoma when she reportedly made the decision to be buried at Arlington.

Ball Starts to Roll On Health Costs

Toughest Foes Beginning to Soften

By Adam Clymer
New York Times Service

WASHINGTON — For the first time since President Bill Clinton proposed a national health insurance plan in September, some of his opponents are giving ground.

Not necessarily a lot. "It's a very narrow strip of ground," said Senator Daniel R. Coats, Republican of Indiana, who has suspended his all-out opposition to anything resembling the Clinton proposal.

He did so just long enough to join a unanimous vote by the Senate Labor Committee for a cost-control plan that involved major concessions by both sides.

Republicans on the committee who shifted their position were joined by Senator John B. Breaux, a Louisiana Democrat on the Finance Committee, who decided that he could support requiring most employers to pay for their workers' insurance.

The shifts here opened a floodgate. Still, there was important movement on the most crucial issue of all, how to pay for any universal insurance system.

There was also a meeting of minds on cost control, one of dozens of complicated issues that Democrats have committed themselves to clearing away over the next few weeks, a necessity if Congress is to successfully redesign the nation's health care system this year.

Republicans on the Labor Committee, plainly uncomfortable in the role of payers assigned by

their party's leaders, may make some more deals this week on subjects like the degree of bureaucracy needed to supervise a new health system. That would be another measure of opposition flexibility, for until last week it was only Mr. Clinton's allies who were offering deals as they trooped for votes.

Republicans wanted any benefits program defined by an independent board, not by Congress, which they said would give away the store. Democrats said Congress had to level with the public about just what medical care would be covered in a new system. So they cut a deal, with Congress to establish the system and a board having a great deal of power to cut it back if costs soared.

Mr. Breaux's shift on employer payments was less decisive. He is, after all, one senator, not a political faction. But he moved on health care's toughest political issue, and his seat on the Finance Committee gives him influence.

Republicans have been louder, but conservative Democrats have joined in their antagonism to making employers pay. When Mr. Breaux said he could support such a requirement if it left employers of 10 or fewer workers free not to insure, that was a major break in the opposition ranks.

Representative Richard A. Gephardt of Missouri, the House majority leader, said Mr. Breaux's shift had altered the political situation in that body. "It means conservative Democrats can start talking about ideas that embrace universal coverage," he said.

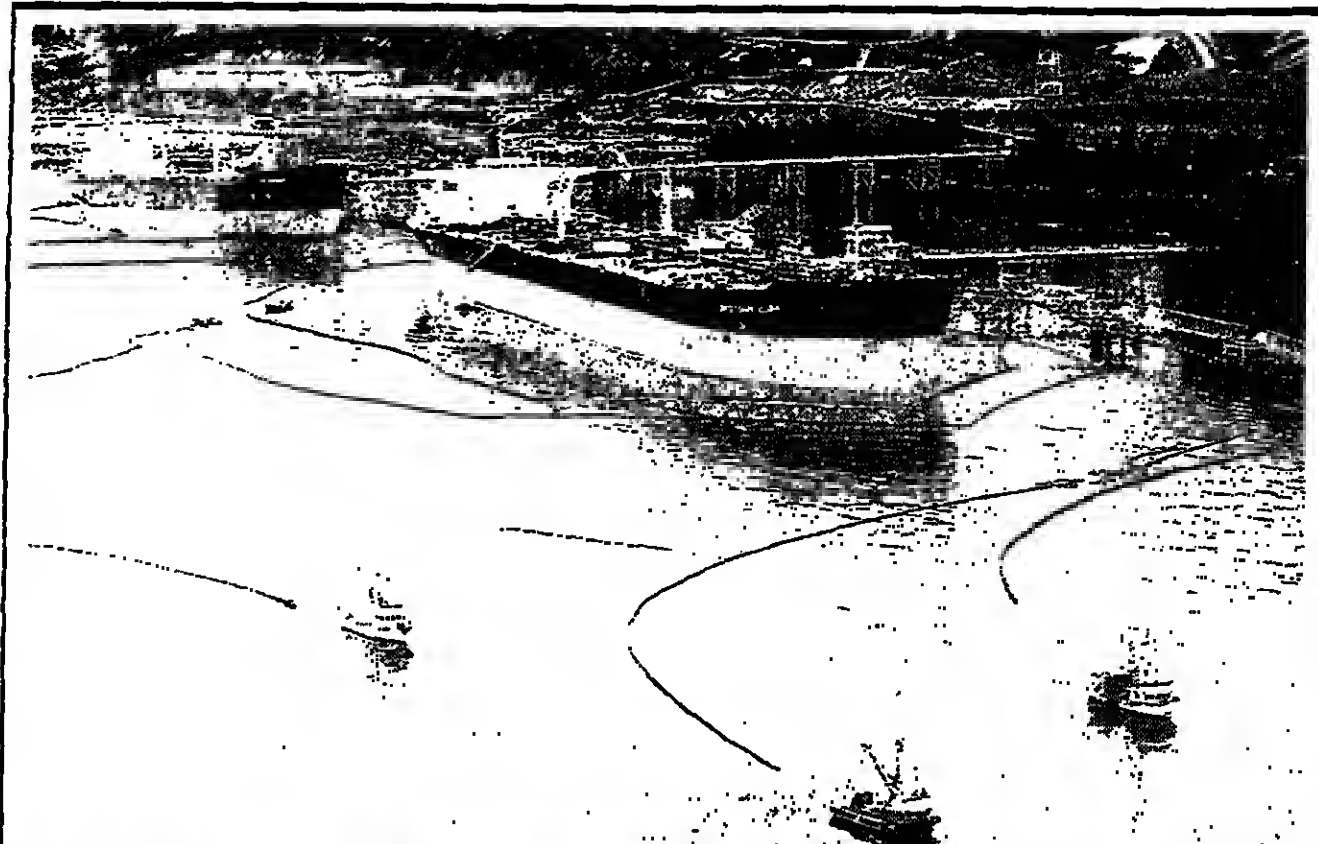
He also said there was a lot of House interest in the bill that the Senate Labor Committee was considering. The legislation is a modification of the Clinton plan put forward by Senator Edward M. Kennedy, Democrat of Massachusetts. It would soften the impact on very small businesses and enable any American to join the Federal Employees Health Benefits Plan, and thus be offered the same insurance choices that members of Congress and government workers have.

In the Senate, too, the movement by Mr. Breaux suggested that Democrats could get the bill out of the Finance Committee without Republican help if they have to. If they can solidify their own 11 votes that may be the surest way to attract some support from the 9 Republicans.

On Sunday, one of those Republicans, Senator John H. Chafee of Rhode Island, predicted that the committee and Congress would adopt a universal insurance bill. He insisted, on NBC television, that universal coverage and the savings it should generate were unattainable without requiring either individuals or employers to buy insurance.

The public shifts were not the only important developments in Congress. The Finance Committee, one member reported, decided not to wait until the Congressional Budget Office measures Mr. Chafee's bill, which would require individuals to buy their own insurance, before it starts voting.

But even that decision was a reminder of a failure — the certain failure of all committees except, probably, Mr. Kennedy's, to meet the May 30 deadline they had announced, perhaps imprudently.



ANOTHER ALASKA SPILL — The tanker Eastern Lion, foreground, chartered by British Petroleum, is moored at Port Valdez after leaking 8,000 gallons of crude oil, briefly closing the marine terminal of the trans-Alaska pipeline. Within 24 hours, cleanup crews using fishing boats, booms and skimmers had contained most of the spill. The cause of the leak has not been determined.

Away From Politics

• Federal courts cannot second-guess government decisions on which military installations will be closed, the U.S. Supreme Court decided in rejecting Senator Arlen Specter's challenge to the closing of a shipyard in Pennsylvania. The Clinton administration had argued that letting judges step in would make it impossible to act quickly to achieve a leaner post-Cold War military.

• Times are too hard for the United States to welcome immigrants with open arms, nearly two of three Americans say, but most do not want immigration shut off entirely, according to a CBS poll. Thirty-one percent said immigrants took jobs from Americans, but 52 percent said the jobs taken were the kind Americans do not want anyway.

• Seeking political asylum, six persons who said they were relatives of the man charged with killing Mexico's leading presidential candidate crossed the U.S. border Sunday, officials said. The group included three children and a woman who said she was the mother of Mario Aburto Martinez, accused of gunning down the ruling Institutional Revolutionary Party's candidate, Luis Donaldo Colosio, on March 23. (AP, AFP)

Dissent on 'Qualified' Envoy

Career Officers Seek Showdown on Political Nominees

By John M. Goshko
Washington Post Service

WASHINGTON — The American Foreign Service Association intends to oppose President Bill Clinton's nomination of a fellow Arkansan, Brady Anderson, to be U.S. ambassador in Tanzania. But instead of complaining that Mr. Anderson lacks credentials, the association acknowledges that he is well qualified to serve as ambassador to Tanzania.

What bothers the professional organization, which acts as the bargaining agent for the Foreign Service, is that Mr. Anderson's nomination is the latest White House move to replace career-officer ambassadors, who have been in their embassies only a short time, with political appointees. In the association's view, this practice threatens the unwritten but long-standing rule that a U.S. ambassador's normal tour of duty should be three years.

When Mr. Clinton became president, Secretary of State Warren M. Christopher promised that the new administration would not use ambassadors as payoffs to campaign workers and contributors.

According to the association, the ratio of career to noncareer ambassadors now is about 3 to 1, but officials of the association fear that the administration's apparent tendency to ignore the three-year rule might begin a trend toward too many ambassadorial spots going to outside appointees.

In addition, the group and many Foreign Service officers say, changing ambassadors in Tanzania now is especially ill-advised because the brutal warfare in neighboring Rwanda has sent a flood of refugees into Tanzania. With the U.S. Embassy in Rwanda shut down by the fighting, the embassy in Tanzania has become Washington's principal outpost for following the Rwandan situation.

For the past year, the U.S. ambassador in Tanzania has been Peter J. De Vos, who earned a reputation as the State Department Africa bureau's best crisis manager during ambassadorial stints in Mozambique and Liberia, two racked by bloody civil war. Now, department sources note, instead of bringing his experience with African refugee problems to bear on the Rwanda

situation, he is heading to the University of New Mexico as a diplomat-in-residence, in order to make way for Mr. Anderson.

Mr. Anderson has known Mr. Clinton since the late 1970s. Mr. Anderson also spent about four years in Tanzania and other parts of East Africa as a missionary and Bible translator. He speaks Swahili, which, along with English, is Tanzania's official language.

"He is someone who obviously knows and cares a lot about Africa, and normally we would have no objection if he were given a posting when another African embassy became vacant," said the association's president, F.A. (Tex) Harris.

"But no matter how much you know, it still takes months at best to become comfortable with an ambassador's duties and fit them to a particular country. And in this case it makes absolutely no sense to pull the guy best qualified to deal with the biggest crisis in Africa and replace him with a rookie."

Mr. Anderson, contacted in Arkansas, would not comment until his confirmation process was completed, most likely next month. He referred inquiries to the State Department, but neither officials there nor at the White House personnel office would comment.

The Anderson nomination was the third time in the past year that a career officer was bumped early to make way for a political appointee.

William L. Swing, another of the Africa bureau's star performers, was replaced in Nigeria by Walter Carrington, a black officer who had worked on African affairs as a congressional staff member and Carter administration official; John C. Kornblum, the U.S. representative to the 53-nation Conference on Security and Cooperation in Europe, was dropped in favor of Sam Brown, an anti-war activist and former head of Action, the principal U.S. agency for administering volunteer service programs.

The displaced diplomats quickly made their way back to postings. Mr. Swing became ambassador to Haiti. Mr. Kornblum unexpectedly got an additional year in his job because partisan opposition has delayed Mr. Brown's confirmation. Mr. Kornblum has been named the special U.S. envoy for Cyprus.

Haiti Military Braces for Total Embargo

By Howard W. French
New York Times Service

PORT-AU-PRINCE, Haiti — As a sweeping international embargo takes effect, Haiti's military leaders appear to be resolved to ride out the sanctions, convinced that the United States will not mount an armed intervention to unseat them.

The broadened embargo, pushed by a Clinton administration that has been increasingly exasperated by the Haitian military, covers all trade with the country except for medicines and certain foods.

A United Nations ban on shipments of fuel and arms has been in place since October.

The action is aimed at forcing the military to surrender power and make way for the return of the

exiled president, the Reverend Jean-Bertrand Aristide.

Five American naval vessels and a number of Coast Guard cutters are patrolling the waters around Haiti to enforce the embargo, but the smuggling of fuel from the Dominican Republic, which shares the Caribbean island of Hispaniola with Haiti, has remained active.

[The United States said Monday that experts were reviewing with the Dominican Republic ways of enforcing new sanctions against Haiti, but acknowledged it currently had no way of plugging leaks in the embargo. Reuters reported from Washington.]

[Asked what would happen if the Dominican Republic refused to cooperate with the embargo, the State Department spokesman, Mike McCurry, said: "If they lack the

will, then they face the resolve of the international community to see that they live up to their obligations and that they know there are consequences for not living up to those obligations."

Even in backing the wider embargo, which was enacted by the Security Council and went into effect at midnight Saturday, the Clinton administration acknowledged that the measure might not be enough to bring about Father Aristide's return.

Haiti's military leaders have defiantly used the two-week grace period between the Security Council's unanimous vote on May 6 and the application of the sanctions to put together a new civilian government, naming an 81-year-old Supreme Court justice, Emil Jonassaint, as provisional president.

People close to the junta say Lieutenant General Raoul Cedras, the army commander who presided over the coup that deposed Father Aristide in September 1991, has been busy working on plans for new elections to be held in the fall.

Rather than resign to defuse the crisis, associates of General Cedras say, he is contemplating a run for the presidency himself, and would be replaced in the army command by his closest aide, General Philippe Biamby.

■ 4 Aristide Backers Slain

Gunsmen shot up part of the pro-democracy stronghold of Cité Soleil before dawn on Monday, killing four men, The Associated Press reported. Neighbors said all four victims had been members of a neighborhood committee working for Father Aristide's return.

Fingerprint Fraud Gives Aliens an Open Door

New York Times Service

WASHINGTON — Convicted criminals from other countries, or even terrorists, may have been granted residency or other benefits in the United States because they were able to circumvent background checks with fraudulent fingerprints bought from street vendors.

The result, according to the Inspector General's Office of the Justice Department, is a growing illicit business in false fingerprints that immigrants can buy from vendors, sometimes for less than \$10.

If the FBI cannot match the submitted prints to those in its records, the immigration agency may grant an applicant the benefits he is seeking, like residency or refugee status.

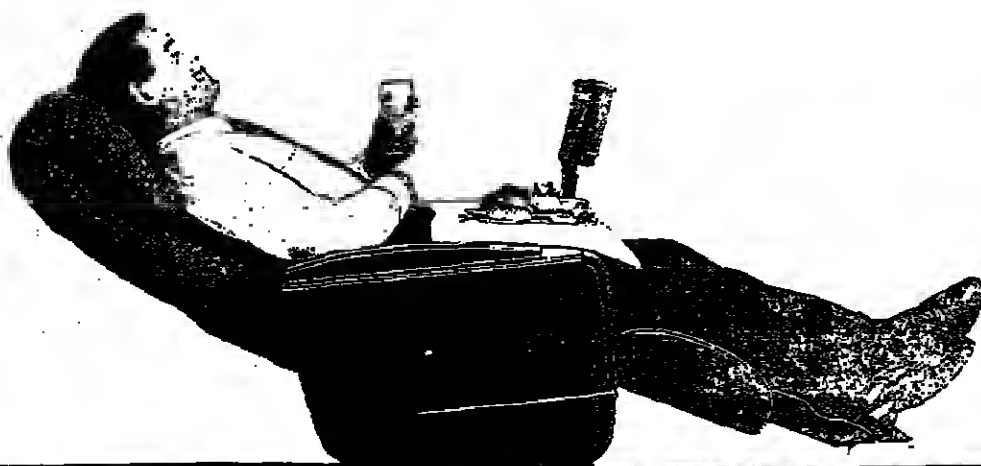
Last year 866,313 aliens applied for federal benefits, and of those, about 9,000 convicted felons were turned down based on the FBI's findings.

Because of the possibility of false prints, immigration officials said, they had no idea how many more applicants should have been rejected.

The report recommends that the immigration agency begin procedures to verify that fingerprints submitted by an applicant actually belong to that person.

After terrorists with criminal backgrounds exploded a bomb in an underground garage at the World Trade Center in New York in February 1993, the immigration agency was severely criticized for having let them slip through the system.

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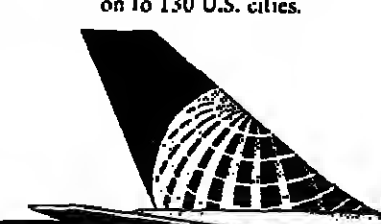


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The American Dynamic: Shaped by Countless Landings at Home

By Richard Reeves

Special to the Herald Tribune

The writer is a syndicated columnist whose most recent book is "President Kennedy — Profile of Power."

For Americans familiar with D-Day, the "landing" is a potent component of the event in the Normandy beaches. It triggers flashbacks of GIs wading through the surf, rifles held high as they splashed into North Africa, then Europe, and finally to Japan. Japanese-held islands in the Pacific — later even at Inchon in a new war, this one in Korea against communism.

These landings became an icon of America's liberating power, incarnating the notion of America making the world safe for democracy. The boys were bringing freedom to lands that had lost it or never known it.

It remains a peculiarly American image, with legs carrying the story into the tragic mistakes at the Bay of Pigs and Cam Ranh Bay and the tragedies in Grenada, then Somalia.

For better or worse, it is always a story of an American crusade, when our society is summoned in moral mobilization. That makes it an exception in a country that often appears on the brink of meltdown, with so much energy running loose in the social reactor.

Unlike nations that think their citizens belong to this, country belongs to the people who live here, to do something with. As a result, every American has a story, 250 million of them. But all the stories are the same, only the names, the dates and the scenes change.

We each begin our story with the landing — at Plymouth Rock, at Ellis Island, in a slave ship from Africa, or at John F. Kennedy International Airport.

Leaving aside "Native Americans," as we pushed them aside a couple of hundred years ago when they were called "Indians," every man's and every woman's history begins with immigrant landings. All are tales told with variations on themes of hope and ambition and luck, or fear and suspicion of the new.

My mother-in-law's American story began with the trip from a tiny farm in the west of Ireland to Ellis Island in 1929. Or so I thought, until we stood together four years ago on that island in New York Harbor and I asked her whether it was different from the way she remembered it.

"I've never been here before," said Bridget Ruddy Vesey.

"What?"

"My boat landed first on the West Side docks in Manhattan," she said. "The English-speaking people were let off there. Then they took the shawl people to Ellis Island."

The shawl people. She meant the Poles, the Russians, some Italians, Germans, the Jews. She went to join her sister in an immigrant neighborhood in Woodside, Queens, a suburb of Manhattan. The immigrants living there were Irish and some Italians then.

She still lives there, though her children and grandchildren are in Dallas and Los Angeles and Chicago. And Woodside is still an immigrant neighborhood, filled with Koreans, Indians and Pakistanis — "new" immigrants who saved and energized a tired neighborhood for the old Irish widows.

So it goes for America, as it always has.

Many Americans, some in very high places, are convinced that the United States cannot (or should not) take any more of the new immigrants from Latin America and Asia.

Maybe these critics are right, though I doubt it. Certainly they are in good company. Thomas Jefferson wanted a country of honest yeomen, different from the denizens of the "teeming cities of Europe." Benjamin Franklin complained about the Germans coming to Philadelphia, saying: "Why should Pennsylvania, founded by the English, become a Colony of Aliens? ... (They) swarm into our settlements and by berding together establish their language and manners to the exclusion of ours."

Similar current complaints come from our modern Franklins, as they would surely like to

Fifty Years After D-Day

These are the eighth and ninth articles in a series on the future of the American-European relationship. Subsequent articles will appear weekly until June 6.

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see no added value in refugees, no matter how much more worldly and cosmopolitan they are than their hosts.

The brawn of immigrants may be unavoidable, but their brains are rarely considered to merit full membership in an oligarchy, however far democratized, where the rule of seniority is never far from people's minds. In crisis, the far corners can be jettisoned from the European vessel whereas America reacts by ignoring social frontiers to tap new energies. That fundamental difference to our reflexes is particularly acute right now.

Even as many Euro-centric Americans complain about new manners and languages spoiling the American grain, they also seem in many cases to be giving up on Europe. A series of articles on immigrants in Europe from the south and east into Britain, France, Germany Italy — "the old country" for us — started this month in the San Francisco Chronicle with this contempt-laced headline: "Europe Trembles at the Shock of the New."

America still does not tremble — at least not yet — but we do babble about the pros and cons of "diversity" and "multiculturalism." It's a debate that Europeans feel they need not (or dare not) bother with for themselves. Some here agree. That phrase, "the shock of the new," is an unwitting tribute to a landmark book of art history with the same title by Robert Hughes (an eminent American critic who immigrated here from Australia). In his most recent book, "The Culture of Complaint," Mr. Hughes argues powerfully that American deference to the difference rather than the emerged excellence is making the fiery melting pot, crucible of the American dream, into a plastic simulation, mere virtual reality.

True enough, there is a dynamic at work, with groups coalescing in self-identification around a common claim to victimhood. The tactic copies the civil rights movement against anti-black discrimination, a defining experience in the American decades since World War II.

The United States is not, however, driven by philosophy or sociology, no matter how erudite and plausible. Money is our fuel, it is deeply ingrained ideology — society as a level playing field, where newcomers stand practically as good a chance as those who have been playing for a long time.

In a casino, the bank is only as big as the pot provided by players. Americans no longer believe that any part of them, as a group, can really weather economic havoc that engulfs the nation. So, they have generally been readier than other countries to gamble, again and again, on a big change. Only a new wave can lift all boats.

"Young Immigrant Wave Lifts New York Economy" was the headline over a recent series of articles in The New York Times, the dominant newspaper to a city whose 7.5 million inhabitants include 2.6 million foreign-born, including the new young families in Woodside, Queens.

The truth is that part of what still makes the U.S. flexible and immigration tolerable is that many, many business and financial players and commentators believe immigration is still profitable traffic.

This belief has a respectable face, celebrated

in these terms by Business Week magazine: "The U.S. is reaping a bonanza of highly educated foreigners... [while] low-end immigrants provide a hardworking labor force to fill the low-paid jobs that make a modern service economy run."

That quote fits a view in the country's leading magazine of history, American Heritage, in which the author Bernard A. Weisberger concluded: "We are different... Immigration is flesh of our flesh, and we need to be reminded of that."

He could get an argument, of course, particularly from politicians sincerely scapegoating immigration as a principal cause for our most recent economic dislocations.

Pete Wilson, governor of California, is now attempting in sue the federal government for \$3 billion, his reckoning of the cost his state bears as the nation's largest receiver of the new immigrants from Central and Latin America.

Indeed, if one is curious to see what the United States might look like in 50 years, he or she might go to UCLA, the University of California, Los Angeles, where I sometimes teach — and which a few anti-immigrant thinkers call "the University of Caucasians Lost among Asians."

Yes, Americans are going to look different from Europeans.

Here, the new drives out the old. The great American difference is in how we raise our children — not to serve the family or the state or the tribe, but in leave it and move on. Americans raise their children to be on their own.

On their own, they marry whomsoever they please who pleases them. One study showed not

long ago that more than half of the first generation of Asian women in the United States are marrying outside their race — which means that they are marrying Caucasian men.

The ideas of Europe blended to make the good, old U.S.A. The men and women rejected by Europe made us a great and energetic nation — Puritans, Scots and Irish driven away by the English, Protestant Huguenots driven from France and Jews from Spain, Italians from Calabria and Sicily and the rest of the south and the men of learning driven to Harvard (along with the artists to Hollywood) by Hitler and the Nazis.

Even if Europeans disdain American mongrelism, America-the-Haven underpins the tolerance Europe boasts. French intellectuals, no matter how notorious for anti-American pronouncements, remember the virtues of a nation open to talents when they fall into domestic disfavor.

The first best hope for a Jacques Attali, when it seemed the presidency would be lost, was Stanford. When Bernard Kouchner was denounced by members of the French medical establishment hoping to block his appointment in Paris, he announced he would go to Harvard. Of course, Europe still appears as a pleasant place to live. But, increasingly, Europe seems upped, at least by our lights. And fewer Europeans want to live where the streets once paved with gold are now lined by the homeless.

And American attention is elsewhere, looking west and south. Politically, the North American Free Trade Agreement is a self-interested commitment to push Third World poverty back as far as possible from the Rio Grande. The tilt is not absolute: To defuse economic

frictions, a similar free-trade zone is under consideration between the United States and Europe.

The shift in focus occurs at a more fundamental level, I thought I glimpsed the future, of part of it, one day in Tokyo in spring 1987. I was at the Keidanren, Japan's business-financed economic think tank. Susumu Tonegawa had just become the first native-born Japanese to receive the Nobel Prize in medicine; the young violinist Midori had recently made her debut to the world's cries of encore.

What worried the man I was seeing, Kazuo Nakazawa, economic director of the institute, was that both the scientist and the musician, the best of their generations, had accomplished their triumphant achievements not in Japan but in the United States. Dr. Tonegawa was doing genetic research at the Massachusetts Institute of Technology. Midori was at Lincoln Center in New York.

Both had come to America because that is where the young do not have to defer to their elders.

"By the year 2000 and beyond," Mr. Nakazawa said, "our best young people will be moving to places like Austin in Texas and Richmond in Oregon to have the freedom to do their own thing."

For America's sake I hope he turns out to be right. But if they do come as immigrants, sooner or later they will be complaining that never immigrants are changing the face of America. Already, American orchestras are getting a bigger Asian intake of Koreans than of Japanese, who are now the old wave.

It was over thus. Who ever wanted America to look old and tired?



BAYEUX TAPESTRY — British, Canadian and American flags hanging Monday in Bayeux, Normandy, awaiting D-Day events.

Liberating Europe From Nationalism Will Not Be Easy

By Jonathan Eyal

Mr. Eyal is director of studies at the Royal United Services Institute in London.

Soon after the collapse of the Berlin Wall, a high-ranking Western politician privately told his colleagues that, from then on, the West's policy would be dictated by one major aim: a refusal to either export soldiers or import instability from the East. Few propositions seemed more compelling, yet few were more foolish.

Less than five years after the demise of communism, Western soldiers have been exported to Yugoslavia in large numbers and to no particular purpose. More important, the disaster in the Balkans is now highlighting the historic difference between America and Europe. For the United States, nationalism is a disease that must be fought at all costs; for the Europeans, the nation-state remains the only viable political entity. And while the Americans view multiculturalism as a source of strength, the Europeans dismiss it as the way to perdition.

To be sure, the distinctions are not always so stark: despite decades of efforts, America's melting pot is still a goal, rather than an absolute reality. And, by creating a Union, the West Europeans have indicated a desire to leave their nationalism behind. Nevertheless, while multiculturalism is the United States' raison d'être (being an

American is a legal, not an ethnic concept), Europe is loathe to try similar ideas on their Continent.

In contrast to postwar visions of unity transcending old nationalistic enclaves, Europe is experiencing two nationalist waves at the same time: one in the former Communist East and another to the West. Despite their differing levels of intensity, both are eminently treatable, but only if the West accepts that the end of the Cold War requires profound transformations on both sides of the former Iron Curtain.

Multicultural dreams are collapsing on both sides of Europe, and the initial post-Communist optimism quickly gave way to dark predictions about seemingly inevitable Darwinian struggles between nations and cultures. If the consequences of the nationalist challenges are ignored for much longer, if disputes are allowed to fester, the cumulative effects of impending conflicts could dissolve both Europe's security arrangements and the trans-Atlantic connection as well.

The root of Eastern Europe's ethnic problems is clearly historic. In the West, the formation of states was gradual and lengthy; in the East, it was sudden and fairly recent. In the West, states were created by the progressive enlargement of a central government; in the East, states were born out of the collapse of central authority. The results of this

UN Aborts Rwanda Mission

Agence France-Press
NAIROBI — A special United Nations envoy called off a road trip to Kigali on Monday despite a shaky truce in the Rwandan capital, saying neither rebels nor government forces could guarantee his security. He decided to try and fly in on Tuesday.

The envoy, Iqbal Riza, was to continue discussions to pave the way for the return of UN peacekeepers to stop nearly seven weeks of ethnic massacres.

"We did not obtain explicit guarantees from the two parties about his safety," the spokesman, Abdul Kabia, said by telephone from Kigali. He said Mr. Riza had returned to Uganda, but would try to fly into Kigali from the Kenyan capital, Nairobi, on Tuesday.

Fighting raged off in the capital Monday despite sporadic gunfire after a night of heavy shelling and the capture of the Kigali airport and a key army barracks Sunday by rebels in their biggest victory in six weeks of fighting.

Mr. Kabia said both sides had agreed to a two-day truce to allow Mr. Riza to hold talks with rebel and government leaders on plans to deploy 5,500 UN troops to end the slaughter in which up to a half-million people have died.

"There are occasional exchanges of fire, but there's a lot less fighting than usual and so we consider that the truce is being respected," Mr. Kabia said.

The UN has been encountering difficulty in persuading member-states to contribute troops for another African peacekeeping venture after UN and U.S. forces found themselves unable to end anarchy in Somalia.

The UN wants to establish a neutral zone at the airport to fly in peacekeepers and food and medicine. Fighting has prevented relief planes from landing in Kigali for four days.

One of two UN flights was again canceled Monday despite the lull in fighting because of fears that government forces might open fire. UN military sources said.

The UN Security Council authorized the deployment of 5,500 blue helmets after the UN came under heavy criticism for withdrawing all but 400 of its 2,500 peacekeepers last month.

They will not intervene in fighting between rebel and government forces, but will try to end the killings of civilians and will escort relief convoys to some 2 million displaced people.

Up to a half-million people, mostly members of the minority Tutsi tribe that dominates the rebel Rwanda Patriotic Front, and members of the Hutu majority who are in opposition to the Hutu-dominated government, have been massacred, many by extremist Hutu militias.

GERMANY: A Boost for Kohl

Continued from Page 1

rubber bullets and forcing arrested demonstrators to pay police costs as a condition of their release. But as a judge on the Constitutional Court, where he has served since 1983, he pleaded liberals by ruling that demonstrations cannot be banned simply because the police have information that some demonstrators are violence-prone.

At times during his campaign, Mr. Herzog expressed surprisingly liberal views, as when he urged repeal of Germany's restrictive citizenship law, which is based on race. But he drew sharp criticism by saying that foreign residents of Germany who choose not to become citizens should be sent home. Later he said his remarks had been misinterpreted.

The only traditional conservative in the race was Mr. Kohl's first choice, Steffen Heitmann, who is justice minister in the eastern state of Saxony. Mr. Heitmann was forced to abandon his campaign after voicing provocative views on foreigners, the Holocaust and the role of women in society.

The other candidates in the race were Jens Reich, a microbiologist and co-organizer of the movement that brought down Communist rule in East Germany, who withdrew after receiving just 62 votes in the first round of voting; Hildegard Hamm-Brücher of the central Free Democrats, who withdrew following the second round after receiving 136 votes; and, in a surprise candidacy announced Sunday, Hans Hirtzel of the far-right Republicans.

There were eight Republican delegates at the assembly. Mr. Hirtzel's best showing was 12 votes in the first round.



Chancellor Kohl, left, applauding his choice, Mr. Herzog, right.

VIETNAM: Fear's Subtle Shadow

Continued from Page 1

customers before the fall of Saigon in 1975, and like many Vietnamese with American contacts, they were subjected by the Communists to severe hardships.

Amnesty International, Human Rights Watch, PEN American Center, the Roman Catholic and Buddhist churches and the U.S. State Department, among other organizations, are sharply critical of Vietnam's disregard of Western perspectives on human rights. But criticism makes Hanoi bristle.

Le Mai, deputy foreign minister for American affairs, said that "foreigners who come here to press their ideas about human rights on Vietnam are not welcome."

The Communists overturned society in South Vietnam when they conquered the country in 1975, and deep scars remain.

Most of the hundreds of thousands who had served in South Vietnam's armed forces were sentenced to terms of up to 15 years in the re-education camps, where duties included breaking rocks and clearing mine fields.

Store owners and landholders

were thrown into the streets, and their belongings were confiscated. In some cases they were shipped to the "new economic zones" — drought-stricken wilderness in the scrub jungles of Song Be Province and similar regions — where they were expected to farm and to feed themselves.

Foreign critics of the government acknowledge that some of those arrested have been terrorists, who are not considered "prisoners of conscience."

Early last year the police arrested 18 overseas Vietnamese who returned to Vietnam and were accused of plotting to set off bombs in the country. The defendants, who included several U.S. citizens, were sentenced to terms ranging from 15 to 20 years.

Vietnam's Communist Party sees a much greater potential challenge to its authority from some of the country's Buddhist monks, and the government has responded vigorously. Hanoi is aware that most Vietnamese are at least nominal Buddhists, and even under Communism, Buddhist monks have immense influence.

One year ago, exactly 30 years after Buddhist monks began a campaign that ended in the overthrow and death of President Ngo Dinh Diem in South Vietnam, a new generation of monks threw a scare into the Hanoi government.

The episode began in May 1993, when a man entered the Linh Pagoda in Hue, set himself on fire and burned to death.

The incident recalled the fiery 1963 protest suicide of the monk Thich Quang Duc in Saigon, an incident that ignited a nationwide wave of unrest.

Buddhist Suicide Threat

Exiled Buddhist activists said Monday that 49 dissident Buddhists had threatened to commit suicide by self-immolation next Wednesday but that their leader had appealed to them not to do so, Reuters reported in Paris.

The Vietnamese government denied there had been any suicide threat and also denied a report by the International Buddhist Information Bureau in Paris that four dissident monks were on hunger strike in prison.

The Buddhist information bureau said 49 Buddhist monks, nuns and lay people had written to their leader, Thich Huynh Quang, asking for permission to burn themselves to death on Wednesday, anniversary of the Buddha's death.

Quakes Rock Mexico City

MEXICO CITY — Two earthquakes within a few seconds shook Mexico City, rocking buildings, Sunday evening and alarming residents but causing no injuries or damage, witnesses and emergency workers said.

PEACE: Arabs and Israelis Wake Up to a New Era

Continued from Page 1

fruits of peace, which they hope will mean less money to the military and more to economic development, as well as a freer rein for Damascus's legendary entrepreneurial spirit, stifled for decades by President Hafez Assad's Soviet-style socialist regime.

"Syria is the only country which has decided to live by spending 30 percent of its national income on the military," said Sami Nadhaf, 57, a prosperous businessman from Damascus. "This was not for its self-interest but because of its faith in Arab causes." He added, "If peace takes place, a great pressure will be lifted off my country."

Once Israel has withdrawn from Syria's Golan Heights, Ghazi Ayash, a Syrian auto-parts importer, will have no compunction about visiting Israel. "Why not?"

he said. "If everything is normal and we don't have a peace of violence and vanquished."

"When I visit Israel," he said, "I want to visit it with full honor and not to feel my dignity is compromised."

"But you are going to find it extremely difficult to find the person who will be the first to apply for an import license from Israel," he said. "This needs bravery," he added, exploding with laughter.

Indicative of the challenges to the Arab psyche posed by a new relationship with Israel are the often expressed Arab fears of competing economically with Israel. Such reactions come mainly from ignorance, said an Egyptian political analyst, Abdel Monem Said.

"To an enemy you make a myth," he said. "There is a lot of ignorance about Israel."

"It's not a monolithic country," he said. "It has certain economic and political capabilities. I never heard of a good Israeli computer." He added: "Where in the world have the Israelis overrun the Taiwanese? I think Egyptian textiles and oranges are much better."

Walid Tabbah, 56, a Syrian entrepreneur who uses his degree from the London School of Economics in his family's 700-year-old textile business in Damascus's ancient, arcaded Hamidiya souk, agrees. With the right changes in the banking structure and the right opportunities, he said, "we can stand on our own feet" and live without being afraid of Israelis.

The shift in attitude, spreading haltingly and quietly since Egypt made peace with Israel on its own in 1979, crystallized for all the world when Prime Minister Yitzhak Rabin and Yasser Arafat shook hands on their agreement for limited Palestinian self-rule at the White House in September.

In signing their Declaration of Principles, Mr. Rabin and Mr. Arafat symbolized for the world the cracks in what for a half-century had been a keystone of Arab political, social, cultural and educational systems — and the pivot of attempts at Arab unity. That keystone was the belief that Israel is an alien state in the Middle East that usurped Palestinian land and had to be defeated to restore justice to the Palestinians and dignity to the Arab people.

In the White House ceremony, the two reluctant prophets shepherded 250 million Arabs toward a new perspective on Israel. Israelis and themselves.

"What Arafat did was a relief for me," said Fady Ghandour, head of an express mail company in Jordan's capital, Amman, where on clear nights the lights of Jerusalem twinkle on the western horizon. "Mentally, I am completely out of the mind-set that Israel is a taboo. The Declaration of Principles allowed the people who wanted to think this way to think this way openly."

The Israelis came, he said, "and we paid a brutal price." "But we can't change these facts," he said. "The past is the past. We should look forward and establish a decent civil society."

As Mr. Ghandour, the Amman businessman, suggested, détente with Israel portends a new dynamic within the Arab world. Absent a shared struggle against the Zionist foe, Arab states must reassess their often competitive relations with one another. Arab strongmen who have flourished as champions against the Israeli threat are likely to find it harder to distract their people from one-man rule and curbs on personal liberties.

Although clearly under way in peoples' hearts and minds, the drift away from an era of conflict has a long way to go. Israel and Arab states, apart from Egypt, are still technically at war.

The Arab League maintains its economic boycott, and restrictions on trade and travel continue. Radical Palestinians and Islamic politicians still oppose Israel's existence. And the possibility lingers that a wild card in Israeli or Arab politics could yet appear to sabotage or delay this tentative new dawn in the Middle East.

YEN: South Korea Helped by Japan's Strong Currency

Continued from Page 1

even the Japanese market, which has been tough for Korean companies to penetrate, is opening somewhat. In the first quarter, South Korea's exports to Japan rose 13.4 percent after having fallen for three straight years.

The rise of the yen also has produced benefits through other Asian countries, most of which have currencies that are loosely pegged to the dollar.

The mechanism works differently in different countries. Like South Korea, other relatively advanced countries, such as Taiwan and Singapore, benefit from having their products gain a price advantage against Japanese ones.

But the effect is somewhat smaller than in South Korea, some economists said, because these countries have fewer heavy industries that compete directly with Japan.

For the less advanced countries of Southeast Asia and for China, the benefit of the high yen comes from Japanese companies themselves, which are shifting their manufacturing to these countries to escape the high costs in Japan.

Still, some economists say the importance of the yen's rise should not be exaggerated. "Certainly it has had some positive impact, but I don't think that it's a major factor," said Nam Sang Woo, senior fellow at the Korea Development Institute, a government-sponsored research organization.

Mr. Nam said that the strong yen only helped exports, which account for 25 percent to 30 percent of South Korea's economy. Some of that increase has resulted from the U.S. economic recovery and fast growth in Asia. He said the main reason for South Korea's recovery was a cyclical resurgence in investment by companies in new plants and equipment.

Others noted that the yen's rise was a mixed blessing. Industry in South Korea is highly dependent on advanced components and production machinery from Japan — such as robots and machine tools, wafer steppers for making computer chips and optical pickups for compact disk players.

With a stronger yen, those Japanese products, for which there is often no substitute, become more expensive.

Because of this, as South Korea's overall exports grow, its imports from Japan grow. In the first quar-

ter of this year, imports from Japan rose 21.6 percent, almost twice as much as South Korea's exports to Japan.

In the rest of Asia as well, the expansion of manufacturing by Japanese companies means greater imports of Japanese components and production machinery, providing what Mr. Kwan called a "built-in stabilizer" for Japan's exports.

Even though the strong yen hurt the competitiveness of Japanese products, the volume of Japan's exports to East Asia climbed last year, while the volume of exports to Europe and the United States declined.

Japan's trade surplus with East Asia exceeded its surplus with the United States last year for the first time.

Another drawback of the higher

yen is that many companies in Asia, as well as Asian governments, have debts denominated in yen. As the yen has gained strength, payments of interest and principal have become more onerous in terms of the local currency.

Korean officials said problems still remained in their economy. Spurred by the shift toward democracy in the late 1980s, which gave new voice to workers, wages have more than doubled in the past five years, Mr. Lim said.

An average Korean auto worker produces only 20 to 25 cars a year, while a Japanese worker produces 45, according to an analysis by Weekly Chosun, a Korean magazine. Were it not for lower wages and cheaper raw materials, Korea would not be able to compete with Japan.

JIHAD: Israel Asks Commitment

Continued from Page 1

the spot. Mr. Tibi said that there was no need for a clarification and that Mr. Arafat had made the comparison to show that Muslims kept their commitments.

But the new disclosure generated harsh criticism from Israel's rightist critics of the peace accord.

Police Minister Moshe Shabai, speaking for the government, told Parliament, "If terrorist attacks continue and Arafat continues making unfortunate statements that contradict the peace accord, we will continue talking to the Palestinians, but we will not implement the accord."

Environment Minister Yossi Sarid of the dovish Meretz bloc said that Mr. Arafat had created a "crisis of confidence" and that the PLO leader had "to declare that his grave and regrettable words in the mosque in Johannesburg are null and void."

"He must declare again his commitment to the accord with Israel," Mr. Sarid said.

Prime Minister Rabin, questioned by reporters about Mr. Arafat's statements, snapped, "Let him check who is the stronger."

Dan Meridor, a moderate Likud

member of Parliament, said: "If two or three days after signing the agreement, and having this ridiculous ceremony," Mr. Arafat then says, "I tell you in advance I am not going to keep it," the question is, What is left of the government's assumptions? The government's policy? Ruins. Nothing. I don't know how you can go on with the agreement if the other side tells you very clearly, outspokenly, that they are not going to keep the agreement." He added, "Are we really out of our minds?"

Reflecting the concern of Israel's security establishment over the chaotic early days of the Palestinian police force deployment, Mr. Shabai, the police minister, added that the process could not move ahead on the ground "until the PLO proves its ability to govern Gaza and Jericho."

According to both Israeli and Palestinian officials, the Palestinian police in Gaza and Jericho are short of food, fuel and equipment. Nahil Shaath, the chief Palestinian negotiator, brought about \$300,000 with him into Gaza last week, but Palestinians have said the shortages have prevented them from completely taking control of Gaza and Jericho.

KRAKOW: No Golden Arches

Continued from Page 1

the side street and offered to sublet the front space to a bookstore so that pedestrians on the square would see literature, not hamburgers.

But there is firm resistance from the city conservator, Andrzej Gaczol, a 46-year-old architect who said that he had read outside opinions for and against the outlet. He has twice rejected McDonald's request, most recently on April 14.

"In every version they have shown me, their plans impinge on the structure of the building," Mr. Gaczol said. "I told them if they changed their plans and limited it to a coffeehouse, we would probably have no objection."

Mr. Gaczol rules on the admissibility of changes to the city's buildings according to provisions of a national law protecting monuments and art. He insisted that his decision had been made on narrow, not cultural, grounds.

Because McDonald's wanted to cover a large courtyard to create a new floor and provide shelter for

patrons, its plans altered the building structure, he said.

The building was once the town house of Polish beer scions. During the Nazi occupation, it was the headquarters of the German military. It is now owned by a former Communist trading cooperative.

Because the Germans renovated the building, Mr. Gaczol said, it is in better structural shape than many others in the city.

"McDonald's" exaggerates the contribution it makes to renovations," he said, dismissing the company's argument that it was helping the city by doing up the building. "On Florianska Street, where they have their restaurant, the city did the heavy structural work of renewing the foundations and the roof."

If McDonald's really wants to contribute to the restoration of Krakow, Mr. Gaczol said, it should consider a more rundown property near the railroad station, which he described as better for business anyway. But he said that McDonald's appeared to be interested in the prestige of Krakow's architectural soul.

The company still can appeal to officials in Warsaw, the capital.

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THE NEW REPORT

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Section

Herald Tribune

PUBLISHED WITH THE NEW YORK TIMES AND THE WASHINGTON POST

Coping With Derivatives

Derivatives have come to symbolize everything that Washington finds spooky, incomprehensible and menacing about the financial markets. Congress, bruised by the costs of cleaning up the S&L fiasco, wonders uneasily whether the rapid growth of trading in derivatives will produce similar grief. At Congress's request, the General Accounting Office has published a report that is, on the whole, reassuring. It suggests some improvements in regulation but finds no alarm bells. As it says, derivatives serve a very useful purpose.

"Derivative" is the current term for a family of contracts — futures, options, swaps — that have been traded for decades. The GAO came across one illustration in a bank whose customers in Japan wanted to nail down the price that they would pay (in yen) for oil some months in the future. First the bank went into the commodity markets to buy futures contracts (in dollars) for the delivery of the oil at those future dates. Then it turned in the currency market to buy yen futures. Companies use derivatives to insulate themselves from sudden swings in prices of commodities like oil and metals, or to hedge currency exchange rates and interest rates.

Derivatives can also be used for pure speculation. The GAO warns that in a crisis, federal intervention might be necessary. Does that

mean that derivatives ought to be discouraged? No. In a crisis — set off by, say, a leap in interest rates — it is better to use the financial system as a shock absorber than to have the impact fall directly on other industries where jobs and production are at stake. There is room to improve the regulation. This business is carried on mainly by big banks, but also by securities dealers and insurance companies. American banks are regulated pretty heavily, securities firms less so and insurance companies not at all by the federal government, only by the states. The GAO thinks that Congress ought to require uniform federal regulation of all the derivatives dealers. More broadly, it ought to recognize that banking, securities dealing and insurance are no longer separate businesses. That also raises the question whether banks ought to be permitted to use federally insured deposits to finance derivatives. If it were not permitted, the risks to the taxpayer would be reduced — not a bad thing.

But congressional legislation alone will not be effective. The trading in derivatives is global. Competent oversight will require, like much else in the emerging financial industry, cooperation among the governments of all the rich countries.

— THE WASHINGTON POST

Welfare Reform Options

Line up the three major plans for welfare reform and they appear, at first, nearly in sync. President Bill Clinton, the Mainstream Forum of conservative and centrist House Democrats and the House Republicans propose transforming welfare from a system that writes checks to a system that puts recipients to work. Look again and note this oddity: The centrist Democrats as well as Republicans want to spend more money than the president. That should require no ideological war to resolve.

But look more closely and differences emerge that cannot be easily bridged. The president's plan is shaping up as the only one of the three that combines compassion with sensible obligations.

The three plans would provide cash assistance for a temporary period, during which recipients would undergo training, education and job search. Then the able-bodied would be required to work at subsidized private- or public-sector jobs. Key differences arise over how tight to make work requirements, how to cover the costs and what support services to provide the poor and near-poor. The president's plan — whose final details will not be known until next month — would be firm but fair. The other two plans are unacceptably harsh and punitive.

Limiting subsidized jobs. The Mainstream Forum would require, and the Republicans would authorize, states to limit the duration of government-subsidized jobs. Once the time limit expired, recipients would have to fend for themselves. President Clinton has not yet decided whether to take this step. He should resist. Parents who train and work faithfully should not be abandoned if, for no fault of their own, they cannot find unsubsidized work. Remember, young children are at risk.

Making immigrants pay. The president would raise most of the \$9.5 billion needed to pay for his plan by permanently extending the period, from three years to five, during which sponsors are financially responsible for keeping immigrants they help bring to the country off welfare. That is reasonable. But the Mainstream Forum bill (\$18 billion) and the Republican bill (\$12 billion) go much too far — stripping legal immigrants of welfare benefits. That would be an unconscionable blow to immigrants whose sponsors fall by the wayside.

Paying for child care. The working poor — parents who earn barely enough to escape poverty — need help paying for child care while they work. Otherwise they will be tempted, if not forced, to go back onto welfare. The Mainstream Forum faces up to this need; the Republicans ignore it. Mr. Clinton's plan lies disappointingly in between.

Discouraging teen pregnancy. The Mainstream Forum would cut off additional aid to mothers who give birth while on welfare and would require minors receiving cash assistance to live at home. The Republicans would impose similar prohibitions and worse; they would, for example, cut off cash assistance to teenage mothers of illegitimate children (although state benefits could pass legislation to reinstate such benefits) and withhold full benefits until paternity was legally established — a process that can take a year or more. Mr. Clinton favors less onerous conditions, which is justified because once welfare rules are tightened out, recipients will have all the incentive they need to act responsibly.

Other welfare plans will emerge — including a promising one sponsored by Representative Robert Matsui, Democrat of California. Whether the differences between the plans lie across an unbridgeable divide will not be clear until Congress begins debate.

For everyone's sake, the advocates might focus less on what drives them apart than on their shared conviction, elegantly expressed by Professor Christopher Jencks of Northwestern University: "When people cannot find steady jobs, they can seldom afford to link their self-respect to their work."

Each plan seeks to guarantee welfare parents steady jobs, their children working parents as role models — and thereby help these families bolster the self-respect that lies at the core of responsible behavior.

— THE NEW YORK TIMES

A Spring to Remember

It says something about humankind's natural pessimism that blizzards and terrible winters are long remembered, even by their years, but glorious springs are not. Americans still unborn in Northeastern states are likely to bear in decades to come about the record snowfalls that blew in with winter '93. But what about the sequel? Why not a toast to the splendid spring of '94?

Rarely in memory have bulbs and wildflowers, shrubs and fruit trees blazed so brightly, or bloomed so long. First came purple and saffron crocuses in March, followed by a veritable sunburst of daffodils. Next were tulips, mingling with blazing plumes of forsythia. Lawns never seemed greener, and carpets of periwinkle abounded with iridescent blue flowers.

By May it was clear that this was a spring with a difference. Dogwoods seemed to jump to attention with an effusion of white and pink blossoms. Among perennials, bleeding hearts are early bloomers, and they seemed anxious to keep up with their neighbors. Lilacs vied with cherry blossoms not only in suburban front yards but in Manhattan's Central Park and in the Bronx's Hudson River showplace, Wave Hill.

Folk wisdom instructs that snow is the poor man's fertilizer, a carpet that protects plants from deep frost. But professionals have another explanation. This is a "magnificent spring," says Leslie Wells, a landscape architect in Easton, Connecticut, because it was unusually cool. "That's why the tulips and daffodils lasted so long."

The downside is that potted trees on urban

terraces and broadleaf evergreens suffered from the cold and bitter winds. More blooms delight the eye, but more pollen means more hay fever. And gnats and mosquitoes also flourish in wet, cool weather.

There are other quirks in what Marco Polo Stefano, Wave Hill's director of horticulture, calls an "incredible" spring. "It's been hit or miss in our herb gardens. Some plants that don't winter over surprised us by coming back, but others did very poorly because their roots were damaged by frosts."

Still, judging from the dinner table buzz, weekend gardeners are too dazzled by May's explosion to worry about the downside. Spring '94 deserves a sparkling cider toast, and a Memorial Day offering of new plans for springs yet to come.

— THE NEW YORK TIMES

Other Comment

A Tide Toward Gun Control

Americans feel threatened by crime these days because their instincts and experiences tell them they are not safe. And they are not calmed by recent crime statistics that suggest a 3 percent drop in serious crimes and a 1 percent drop in violent crimes. They just do not believe the figures. They believe their instincts. The tide toward effective gun control won't calm down soon. America has not been acting responsibly with guns. That absolutely must change.

— Los Angeles Times

Join Germany's Effort to Widen Europe

By Max Jakobson

HELSINKI — The prospect of a widening of the European Union to include four new members from the beginning of 1995 has intensified the debate on decision making in Brussels. As in all institutions that have existed for any length of time, the insiders want to make sure that the newcomers will not be able to upset the way the place is run. This effort is what in European Union jargon is called "deepening."

More important than institutional arrangements, however, is the underlying balance of

power. The reason why the Germans have been so anxious to prevent delay in admitting these four countries goes beyond the intrinsic importance of the new members. Their entry is the necessary first step in an eastward expansion of the Union. The accession of Austria and the three Nordic countries will shift the Union's geopolitical focus in this direction.

Vienna is the historical center of a region that includes the ancient European cities of Budapest, Prague, Bratislava and Ljubljana. Through Finland and Norway the Union will acquire a common border with Russia. From Helsinki on a clear day one can almost see the coastline of Estonia. The entire Baltic region will be embraced by the European Union.

This look at the map reveals what the logical next step would have to be: Hungary, Poland, the Czech Republic and possibly Slovakia and Slovenia, as well as Estonia, Latvia and Lithuania, will have to be drawn into the fold of the European Union. Obviously, these countries have a long way to go before they will be able to assume the economic responsibilities of membership. But if the will exists, a way can be found to bring them into the framework of political integration without much delay.

The German interest, shared by the four prospective new members, in such an expansion of the Union is obvious. Without it, Germany will remain a frontline state, always exposed to the fallout from the turmoil and conflicts in the eastern half of Europe. Against this, an enlargement of NATO would not provide sufficient defense. It would offer the Central and East European countries a tranquilizer, not a cure.

There is a crucial difference between Germany's past imperialist campaigns and its present Ostpolitik.

power. Until now the Union has revolved around the Paris-Bonn axis. This functioned well as long as Bonn was the capital of a West European state — an economic giant but a political dwarf. But after unification, Germany no longer is a West European state — it is a European power, one again at the center of the Continent, with Berlin as its future capital. German leaders swear that they will remain faithful to their French allies, but strains will be inevitable.

The German role in the recent negotiations on the accession treaties with Austria, Finland, Norway and Sweden was a portent of things to come. German diplomats twisted arms mercilessly to make sure that agreement would be reached in time to enable the new members to enter the Union at the start of 1995. Subsequently, insistent German lobbying was behind the favorable vote on the accession treaties in the European Parliament in Strasbourg.

The entry of these four countries will not in itself change the fundamental character of the European Union. They are all stable democracies and relatively affluent market economies. They

will contribute to the Union budget more than they will receive from it. All have accepted the Maastricht treaty without reservations, including its provisions on a common foreign and security policy. The former neutrals no longer have inhibitions in this regard.

The reason why the Germans have been so anxious to prevent delay in admitting these four countries goes beyond the intrinsic importance of the new members. Their entry is the necessary first step in an eastward expansion of the Union. The accession of Austria and the three Nordic countries will shift the Union's geopolitical focus in this direction.

Shelve the Federal Dream and Stand Europe Up

By Brian Beedham

LONDON — If Rodin were making a statue of today's Europe, it would be a crouched figure gnawing splintered wood into its navel, one hand frozen in a frenzied scratching of the head. This is how Europe looks to outsiders. It will not do, because things are happening in the rest of the world that require action.

It especially will not do if Europe's self-absorption continues, as seems all too likely, right up to 1996, when the 12 countries of the European Union plan another meeting to contemplate their future. As it approaches next month's election of a new European Parliament, Europe should start to make up its mind what sort of place it is, and what it wants to do in the world. In short, what it is there for.

An answer to that question should for the moment be put firmly back onto the shelf. A surprising number of politicians, mostly gentlemen of a certain age, still want the 1996 meeting to move Europe yet another stage down the road of "ever closer union" toward the European federation — the single United States of Europe — that they have so long dreamed of.

Let it be repeated that there is nothing wrong in principle with a federal Europe. If or when that is what a majority of the people in all its component parts clearly want, a federal Europe there should be. (It would be a huge pity if this new Europe turned its back on America, thereby destroying the Atlantic partnership that could otherwise have shaped the 21st century, but that is another matter.)

Without that necessary majority among its peoples, a federal Europe will not stand. It will be the artificial creation of a group of politicians and intellectuals, a superstructure without an infrastructure, a house built on sand. That sort of thing inevitably collapses, to the pain and fury of those living in it. Yet this is what the would-be federalists of 1996 are trying to erect.

If the "ever closer union" cannot come any closer until the people of

Europe want it, it is there no other idea that can send a single down European spines in the mid-1990s? Of course there is. It is time for Rodin's crouched figure to stand up and face the world. The nonfederal Europe that is the only possible sort of Europe in the next couple of decades needs a foreign policy. Here is work that needs to be done, a cause to rally people around.

Europe needs a policy for coping with the fanatic distortion of Islam that it may soon be confronting in North Africa. If Algeria's rebels win the war in that country, Europe has to do what it can — which may not be much — to rescue Russia from its threatened social explosion, without encouraging Russians to think that they can once again boss their neighbors around.

Europe should raise its eyes to what is happening in Asia, most urgently the possibility that North Korea is about to make "nonproliferation" a word for the history books. But there is something even more basic that Europe has to do. First and foremost, the European Union has to remember what its name means. The Union is intended to be a coming together in peace of all the formerly disputatious peoples of Europe, or at any rate as many of them as share the belief in a pluralist society (which may be a necessary condition of being able to work smoothly together). It cannot intend to remain merely a club of one part of Europe. Its definition of itself has to be pan-European.

This means being ready to admit to membership any European country that wants to join and truly passes the pluralist test. That may never include Russia, but it will al-

most certainly include quite a lot of currently rather poor countries between the present Union and Russia. This in turn will require great changes in some of the policies that Europeans have grown attached to. The Common Agricultural Policy will not survive the arrival of Poland's farmers. More regional aid for the needy East implies less for the overstretch hands of Southern Europe. And a bigger Europe is less likely to be tightly organized.

No matter. A tighter organization is not, we now know, what most Europeans want. And a European Union that really believes in full Europeanism will not want to tilt its favors toward one lot of Europeans and away from others.

Here is a program for serious Europeans in next month's election. The 1996 intergovernmental Conference — the jargon for that year's European get-together — should waste no time on constitutional agonizing. The time for that may come back later; it is not now. The conference should instead concentrate on the shaping of a European foreign policy: a policy that includes North Africa, Russia, East Asia and, above all, the defense of Europe itself.

Not every European is going to agree about all of those things. That is no impediment to what needs to be done. We have just been reminded that the Europe of the 1990s does not wish to be a rigid monolith. Those European countries which can agree upon joint action in the world — and most of them can agree about many things — will act together. Those which do not agree will stand aside. That is how the foreign policy of a nonfederal Europe should be. Let us start to make sure that that is what 1996 produces.

International Herald Tribune

Shelve the Federal Dream and Stand Europe Up

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International Herald Tribune

Urgent UN Measures Can Abate the Rwanda Killing

By José Ayala Lasso

The writer is UN High Commissioner for Human Rights.

Urgent UN Measures Can Abate the Rwanda Killing

GENEVA — In the past six weeks, the world has witnessed in Rwanda a human tragedy of horrifying dimensions. Hundreds of thousands of civilians have been killed, often after being tortured.

Many thousands have disappeared. Perhaps 2 million have been forced to flee their homes. Thousands of women have been raped, and many have been forced to watch their loved ones being killed.

Since April 6, when the plane carrying the presidents of Rwanda and Burundi was shot down as it approached Kigali, the situation in Rwanda has steadily deteriorated.

At least 200,000 people are estimated to have been killed, and some 4 million are now in need of food and shelter.

A cessation of hostilities is urgently needed so that aid can reach the people.

well-informed sources put the number as high as 500,000. Tens of thousands of people are being held in areas controlled by the government or the Rwandan Patriotic Front. Many people are trapped in the capital, at the Amahoro Stadium, the Sainte Famille Church, a local hospital and two hotels. The threat of starvation is real.

There has been a massive displacement of population. An estimated 2 million Rwandans have sought refuge from the violence in other areas within the country. More than 300,000 are reported to have entered neighboring countries. An estimated 250,000 fled to Tanzania's Ngara region. Tens of thousands have entered Burundi. Others are in Zaire and Uganda.

Health dangers grow daily. Water has been contaminated by corpses thrown into rivers and lakes; bodies left to rot in the streets or bushes also pose a health problem. Food is already short, and the situation could become disastrous if crops are not harvested and seedling is prevented.

Effective international action is urgently required. What can the UN do? The Commission on Human Rights is the principal UN body en-

trusted with the protection of human rights. The commission and the Center for Human Rights have saved lives, quietly but effectively, over the years. But this new crisis transcends anything we have seen.

When the commission meets here Tuesday and Wednesday, it should consider appointing a special rapporteur to examine all human rights aspects of the situation, including causes and responsibilities. Such a rapporteur should be assisted by a team of human rights field officers in close cooperation with the UN Assistance Mission in Rwanda and other UN agencies and programs.

The commission should consider endorsing the suggestion that future UN efforts aimed at conflict resolution and peace-building in Rwanda be accompanied by a strong human rights component built on a broad program of human rights assistance.

Every effort must be made to halt the human rights violations, or to achieve at least a temporary cessation of hostilities so that humanitarian assistance can reach the 2 million displaced persons, and others in need. All those who are trapped or detained in places they consider unsafe must be able to move to areas of safety, with the assistance and protection of the United Nations.

The authors of the atrocities must be made aware that they cannot escape personal responsibility. They must be made to realize that all relevant international human rights instruments to which Rwanda is a party, including the Convention on the Prevention and Punishment of Genocide, must be fully respected.

From the narrow windows of a Hercules C-130, leaving Kigali for Nairobi, I saw the beauty and wealth of Rwanda. But I also remembered the multitudes who earlier in the day searched our armored personnel carrier, with a live grenade in his hand. Knowing how I felt then, it is almost impossible to describe how those who cannot flee Rwanda must feel.

The recent Security Council decision to dispatch fresh troops to

Rwanda should help. But the international community must do more. I believe that a peace accord for Rwanda should include a separate human rights component with a detailed series of human rights requirements.

Impartial investigations of human rights violations, through the special rapporteur and through field monitoring, would, by establishing the facts and responsibilities for the massacres, help prepare the ground for reconciliation.

The reconstruction of Rwanda requires both political and financial support from member states. Close coordination among UN agencies and programs for this reconstruction effort should be based on the solid foundations of respect for human rights, the rights of minorities and the establishment of an atmosphere of tolerance. Only this can guarantee the long-term success of efforts to establish democracy and economic and social development in Rwanda.

International Herald Tribune

IN OUR PAGES: 100, 75 AND 50 YEARS AGO

1894: A Master-Stroke

PARIS — The agreement just entered into between England and Belgium in regard to the Congo has caused much excitement. England has certainly effected a master-stroke of policy, for by the treaty she has united her possessions in South Africa with those in the north. King Leopold has been very moderate in his claims, and it is not easy to see what benefit Belgium can derive from the treaty, which is rather one of alliance in regard to affairs in Africa than an agreement for the rectification of frontiers. The two Powers, however, in dividing half a continent, have even infringed on what other Powers consider their rights.

1919: The Allies Reply

PARIS — There was officially issued, yesterday [May 23], the reply of the Peace Conference to the German Note on the economic conditions of peace. With regard to food produc-

Cambodia Hasn't Been Rescued

By James D. Ross

PHNOM PENH — A year ago this week, some 90 percent of the Cambodian electorate braved the threat of Khmer Rouge attacks and cast ballots in the country's first contested election in decades. The subsequent formation of a coalition government and introduction of a democratic constitution convinced the international community that the United Nations peacekeeping operation had been a success.

The little attention given to Cambodia since then has focused on the government's military struggle against the Khmer Rouge. Yet there is a deeper malaise in the country's politics. A year after the vote, Cambodians are beginning to wonder why they went to the trouble of voting.

The royalist party, under Prince Norodom Ranariddh, won the elections by a small but significant margin. After a post-election rebellion by high-ranking members of the incumbent Cambodian People's Party, King Norodom Sihanouk sponsored a political "compromise" that divided authority evenly between the two parties. (The then Communist CPP was installed in office in Phnom Penh in 1979 by the Vietnamese-led invasion force that toppled the Khmer Rouge regime.)

Despite the formal arrangements after the 1993 elections, a genuine transfer of power from the CPP to the coalition government has yet to occur. While tossing the royalists the bones of the Finance Ministry and the Foreign Ministry, the CPP retains control of the Interior Ministry, with its extensive state security apparatus, and the Justice Ministry, which exerts heavy authority over the nation's courts. The CPP also dominates the armed forces and the national bureaucracy.

In the provinces the imbalance of power is even greater. The CPP dutifully split up Cambodia's 21 governorships, but kept the plum provinces for itself. More important, it has tentatively held on to local officials, leaving provinces in a state of "to police, or not to police; that is the question." The corruption and human rights abuses that permeated the previous CPP regime continue under the coalition.

The royalists are at least half responsible for their dire predicament. Their party won the 1993 elections partly on the strength of extravagant campaign promises and a perceived commitment to good government. Yet it has done nothing to earn continued support.

Instead of promoting reforms in government, too many royalist officials have been content to grab their piece of the pie. Those few who have been willing to challenge the status quo, such as Sam Rainsy, the capable finance minister, have been rebuffed by leaders in their own party. In the provinces, CPP officials baffle with activity, legal or otherwise, while royalist party offices stagnate.

The fight for control of the National Assembly may prove to be the royalists' last stand. Public debate has been avoided for the sake of "national reconciliation," and so far resolution of key issues has all gone the CPP's way.

The most notable and outrageous is the CPP's unconstitutional quest to seat in the assembly two leaders of last year's rebellion. Laws sharply restricting press freedom and judicial independence are in the offing. These issues are not being decided by votes or political compromise, but by a combination of CPP bullying and royalist appeasement.

A year after the elections, Cambodians should feel justly proud of the enormous accomplishments that have been achieved. A largely free press reports critically on government ineptitude and corruption. Numerous social activist groups engage in advocacy campaigns that would have been impossible two years ago. A half-dozen human rights organizations investigate and report on government abuses and Khmer Rouge atrocities.

However, the new openness in Cambodia is tenuous and unlikely to survive unless multiparty democracy does. Should current trends continue, the country will probably return, by default, to a one-party state.

Resides those who live off government corruption, a major beneficiary will be the Khmer Rouge. Pol Pot and his armed minions are doubtless waiting patiently for Cambodia's new democratic system to fall apart.

The writer is based in Phnom Penh with the International Human Rights Law Group and travels widely in Cambodia. He contributed this comment to the International Herald Tribune.

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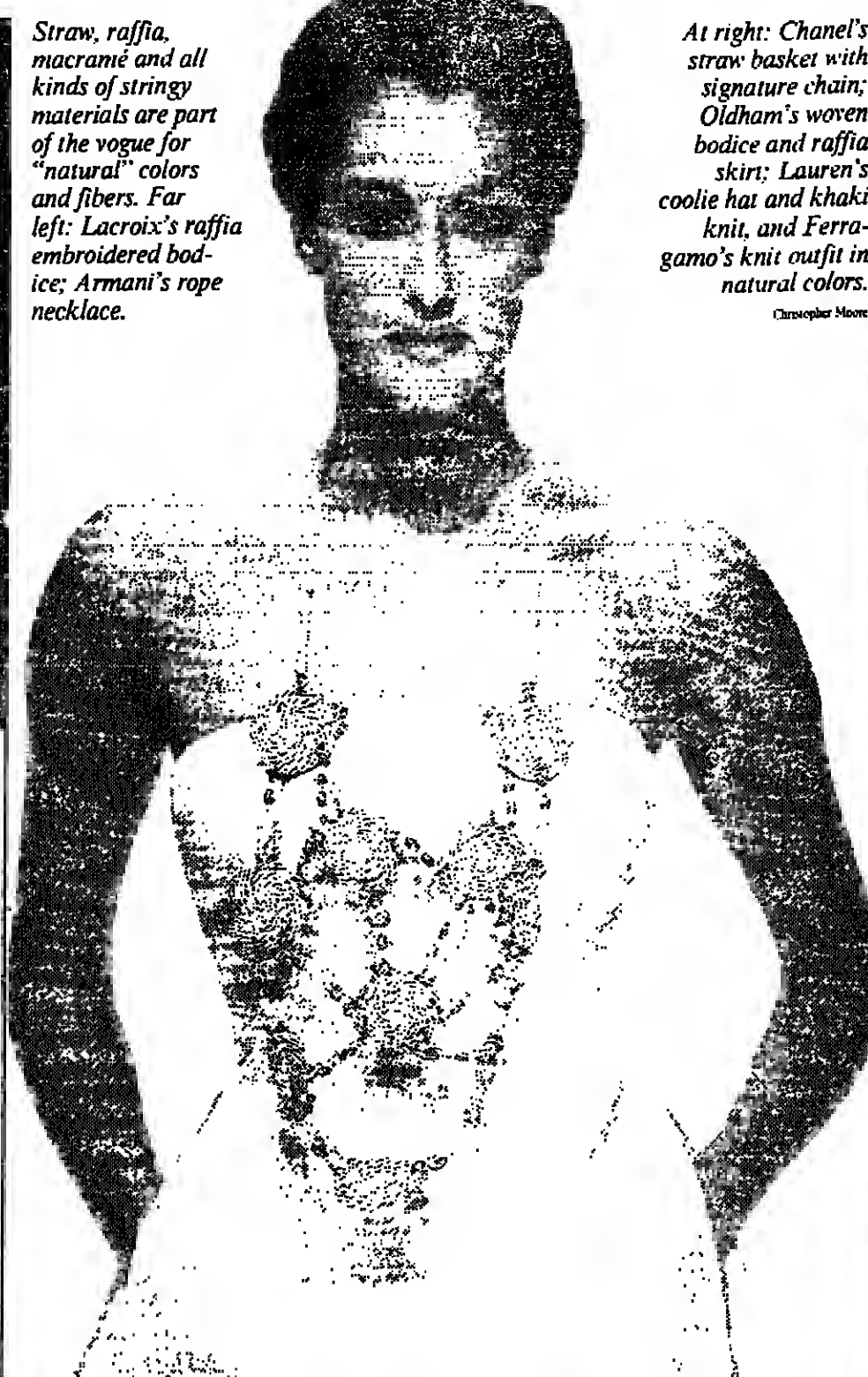
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At right: Chanel's straw basket with signature chain; Oldham's woven bodice and raffia skirt; Lauren's coolie hat and khaki knit, and Ferragamo's knit outfit in natural colors.

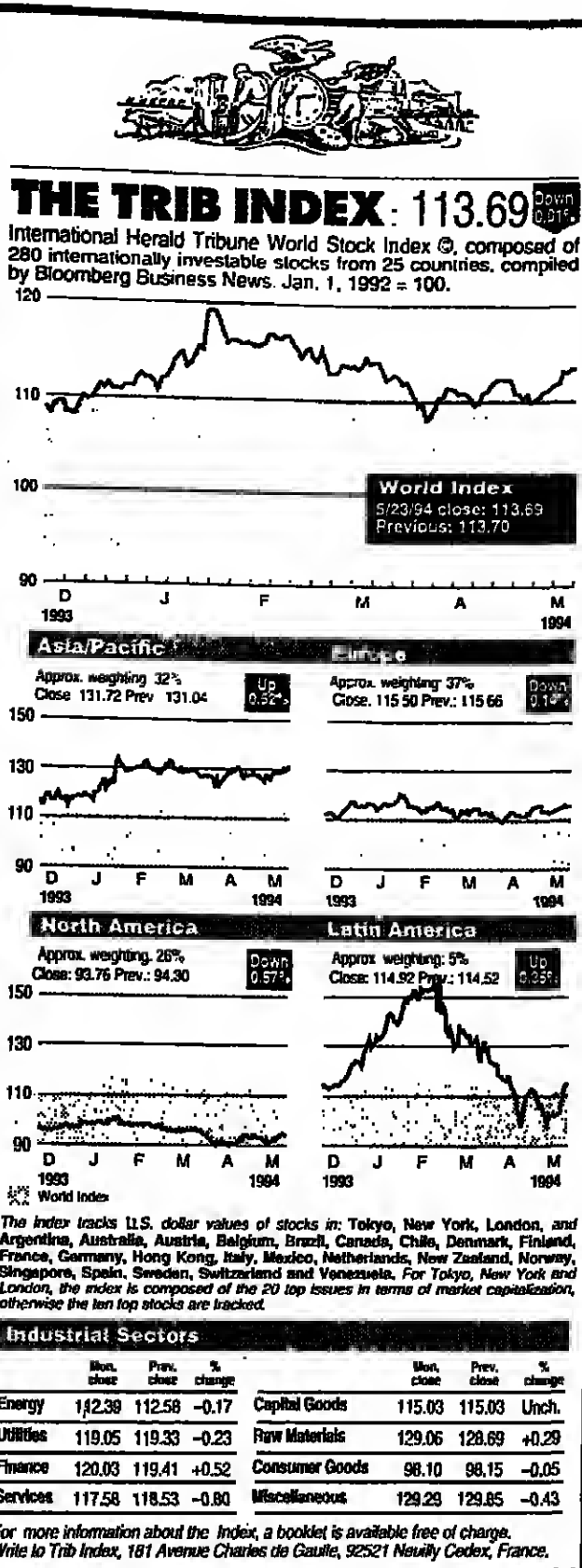


An American in Japan

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Germany Wary on Rate Cuts

Tietmeyer: Hiatus For 'Time Being'

FRANKFURT — Hans Tietmeyer, president of the Bundesbank, said Monday that the German central bank planned no more rate cuts in the near future, signaling at least a temporary hiatus after several years of reductions.

"We are not following a step-by-step cut in interest rates for the time being," he said at a news conference in Helsinki.

He was responding to a question on whether his comments last week in the German magazine Spiegel that the rate horizon was clear meant that there would not be official rate cuts in the short term.

German financial markets were closed Monday for a public holiday, but mark-bond futures on the London International Financial Futures Exchange tumbled on the news.

Analysts interpreted the comments to mean there would be a pause in cuts in the discount and Lombard rates, the respective floor and ceiling of German money rates. The analysts noted that the Bundesbank was likely to continue to make cuts in its securities repurchase rate, or repo rate, which is the leading interest rate for the German money market, but that the pace of the cuts may slow.

The repo rate declined to 5.23 percent last week from 5.35 percent in the preceding week.

Repo-rate cuts "will continue but at a decelerated pace," said Rolf Günter Thümann, an economist at Salomon Brothers Inc. in London. "I wouldn't expect the magnitude of last week's."

The decision to put rate cuts on hold apparently reflects in part the view that German money supply growth remains higher than the Bundesbank's target of 4 to 6 percent, analysts said. It grew at a rate of 15.4 percent in March.

Consumer inflation, however, continues to recede and stood at 3.1 percent in West Germany in April.

British Airways Is Flying High, But Troubles Loom

By Erik Ipsen
International Herald Tribune

LONDON — British Airways PLC is putting miles between itself and the rest of the airline industry in the race for the title of the world's most profitable air carrier.

On Monday, BA announced pretax profit for the year ended March 31 of £301 million (\$454 million), a 63 percent rise over the previous financial year. BA itself contrasted that result with the large losses rung up last year by many international carriers.

But all was not good news. The airline's chairman Sir Colin Marshall said that his vision of creating a truly global airline had hit a potentially costly snag: He said BA may be forced to write off the value of its 24.6 percent stake in America's sixth-largest airline, USAir Inc.

Key to BA's recent profitability has been its holding of nearly 40 percent of the takeoff and landing slots at London's Heathrow Airport, where demand for such slots far exceeds supply.

Only two U.S. carriers, United and American, have landing rights there, and neither has as many slots as it would like.

"The incumbents at Heathrow do enjoy near-monopoly profits from their positions at what is the leading international airport in Europe, if not the world," said Guy Kewick, an analyst at Lehman Brothers in London. "It is a fortunate position to be in."

In recent years BA has built on that privileged position by taking perhaps the most aggressive approach to cost-cutting of any major European airline.

But USAir's woes are worrisome. Since January 1993, British Airways has spent £275.3 million building up its share in the troubled American airline which has lost money in each of the last six years and nearly \$1 billion in the last two years alone.

Sir Colin said the fate of BA's investment now lies in the hands of USAir's unions. Those unions are currently mulling a reorganization plan designed to cut costs and boost profits that was put to them recently by USAir's management.

Analysts in London predicted Monday that a failure of those talks could lead USAir into Chapter 11 bankruptcy and prompt a write-off for BA of the bulk, if not all of its investment.

"If USAir goes into bankruptcy then I think BA will have to write down all of their investment just like KLM did with Northwest," said Andrew Darke, an airline analyst with the Williams de Broe brokerage.

Earlier this year, BA put plans on hold to invest an additional \$450 million in USAir by 1998, citing uncertainty over the outcome of USAir's crucial restructuring efforts.

Ironically, BA said its partnership with USAir has paid off handsomely. Last year, the USAir relationship earned BA just under £10 million, a figure the airline forecast would climb to £70 million this year from a combination of revenue gains and cost cuts.

The bulk of those gains have come from code-sharing agreements by which the two airlines are able to book passengers on each other's flights. BA also said it expected a £20 million gain from combining the carriers' frequent-flyer programs.

Some analysts noted that the expected £70 million gain for this year would stoke competitive fires between BA and its big American competitors.

Earlier this year, some U.S. carriers sought unsuccessfully to block an extension of BA's code-sharing deal with USAir on the grounds that it gave the British carrier an unfair advantage in the huge U.S. market.

Sandoz to Buy Gerber For \$3.7 Billion in Cash

Compiled by Our Staff From Dispatches

NEW YORK — Sandoz AG, the Swiss pharmaceuticals company, said Monday it would acquire Gerber Products Co. in a \$3.7 billion cash deal.

The Swiss company, based in Basel, said it will offer \$53 a share for all Gerber shares, amounting to a premium of 53 percent above the baby-food maker's Friday closing price of \$34.625. The company's share price soared 46 percent from Friday, to a closing quote of \$50.50 on Monday.

Earlier this month, Roche Holding Ltd., another Basel-based chemicals company, purchased Syntex Corp., a U.S. drug company, for \$5.3 billion in cash.

Sandoz, one of the world's largest chemicals concerns, had sales of \$10.3 billion last year and net income of \$1.2 billion. It has interests in pharmaceuticals, chemicals, nutrition, seeds and the construction business.

Gerber Products, based in Fremont, Michigan, is a developer and marketer of baby food and care products with sales of about \$1.2 billion. It claims 70 percent of the U.S. baby foods market.

The Sandoz acquisition of Gerber doubles the size of the Sandoz food products division, which includes Ovaltine and other consumer brands. The unit is the fastest-growing part of the company. It also dramatically expands the division's presence in the United States.

Sandoz's nutrition division had sales of \$1.2 billion, but only 14 percent of that was in the United States. Gerber had sales of \$1.2 billion in 1994 and 89 percent originated in North America.

Alfred Piergallini, Gerber chairman and chief executive, said in a statement that the company spent many months evaluating its best course and that joining with Sandoz would aid it internationally.

"Sandoz has in place the international structure and presence to capitalize on the Gerber brand and expertise in child nutrition," said Rolf Schweizer, chief executive of Sandoz Ltd. "Gerber's position in North America strengthens our existing base of nutrition products there."

The companies said that the obligation for Sandoz to purchase shares would have to be approved by regulators. They said they expected to close the tender offer in three to six months.

Gerber also reported Monday that its profit fell 40.6 percent in the fourth quarter of 1994, to \$25.6 million. The latest results included a \$22.4 million restructuring charge to cut labor and overhead costs while earnings in the comparable period a year earlier had included gain from the sale of an apparel subsidiary.

Analysts in Zurich said the Swiss market, which was closed on Monday for a holiday, was likely to react negatively at first, largely because of an anticipated dilution Sandoz's earnings.

"With the general mood in the market, earnings dilution isn't as much of a problem as it used to be," said an analyst at Bank Sal. O. Penhauer Jr. in Zurich.

Wondering whether Sandoz was paying too much, Mr. Hasslau said the overall price represents about 29 times Gerber's net income before restructuring charges of \$127 million in the company's financial year, which ended in March.

But he said the companies were likely to benefit from the synergy to be had from the merger. "The tactical move is correct," he said.

In recent years, Sandoz has aggressively bought marketing rights to research in the U.S. and expanded its nutritional line. In 1990, talk were called off that were meant to combine Sandoz's agrochemical segment with that of Schering AG of Germany in a joint venture.

(Bloomberg, Reuters, AP)

Greece Readies Phone Sale

Compiled by Our Staff From Dispatches

ATHENS — Greece said Monday it would sell as much as 25 percent of the Greek telecommunications company OTE this year, a move it hoped would energize an Athens bourse reeling from the drachma crisis.

But analysts warned that the government would need to tire the sale carefully to avoid causing more problems for the stock exchange.

The stake in the profitable telecommunications company, which has been scheduled for privatization since 1990, will also be offered for sale on stock exchanges in the United States and Japan, the national economy minister, Yannis Papadoniou, said. He did not say exactly how much of the company would be sold in each country.

The company, whose official name is Greek Telecommunications Organization, has shown annual profit recently of 150 billion to 200 billion drachmas (\$602 million to \$802 million).

"We're talking about a chain reaction — a healthy bourse and OTE's flotation, which will improve stocks further and help restore public confidence to be listed," lakovos Diamantopoulos of M. Kyriakidis Securities said.

He said a valuation for the company would be announced after consultations with financial advisers, with the terms of the sale to be contained in a bill for presentation in the Parliament, where the government has a substantial majority.

But if the Socialist government orders the flotation when the bourse is still down, it may have trouble selling the shares, or the company's listing could cause a sell-off in the rest of the market as investors scramble for OTE stock.

"If OTE is floated when the bourse is down because of high interest rates, the market will crash," Tasseo Rappakoulas of Katsoulis Securities said. "It's a question of timing."

(Reuters, AP, AFP)

Thinking Ahead / Commentary

In This Globalization, Jobs Stay Put

By Reginald Dale
International Herald Tribune

WASHINGTON — How global is globalization? Not, the answer appears to be, as global as you might think. Rather than posing a threat to the industrial countries, as commonly supposed, it may be more dangerous for developing countries.

Indeed, some economists fear, large parts of the globe — particularly the poorer parts — risk exclusion from the globalization process.

Of course, many aspects of globalization are genuine. With the triumph of market economics, barriers are falling; modern communications are shrinking the planet; financial markets are open around the clock, and companies increasingly operate worldwide.

As a result, many in the industrial countries fear that manufacturing production and jobs will disappear en masse to low-wage developing countries.

Those fears are largely misplaced. Far from spreading around the world, production is in fact being regionalized — and much of it is heading to the main advanced regions in North America, Europe and Asia.

Although most mainstream economists have missed it, what we are witnessing is not globalization, but global localization, due in large part to new methods of production and management that are consigning Henry Ford's traditional assembly line to the trash heap of history.

That at any rate is the argument rather convincingly advanced by Charles Oman in a new study of globalization and regionalization by the Organization for Economic Cooperation and Development's Development Center.

It is true that starting in the 1970s, the industrial world's multinational corporations started shifting production to low-wage countries and exporting the output back to their home markets.

But that trend, says Mr. Oman, is decelerating and in some industries actually reversing. One major reason is that in many industries the share of low-skilled labor in production costs has been rapidly falling — from around 25 percent in the 1970s to perhaps 5 percent or 10 percent today.

Another is that it is increasingly important for producers to be close to their customers and to their suppliers of parts and services.

Both these trends are reinforced by the new flexible production techniques that rely on highly trained and motivated labor forces, continuous innovation and just-in-time delivery of components. They require educated workers and good transport and communications.

One result is that the move from high-wage to low-wage areas, insofar as it continues, will increasingly be within countries rather than between them. In Europe, companies will be more likely to move operations from Germany to Portugal or Eastern Europe than to Latin America or Asia.

Production for the North American market is more likely to move to low-wage areas in the United States or Mexico.

By setting up shop inside each of the three

major economic areas, companies hope to insulate themselves from potential trade wars and currency fluctuations.

The change, says Mr. Oman, is ironic. Not only is it happening just as many developing countries turn outward and seek to become low-wage sites for production to serve global markets; it also comes as a rising chorus of protectionist voices in some industrial countries is mistakenly blaming unemployment and declining incomes on a shift of production to developing countries.

That means that when developing countries are finally liberalizing their own trade policies, they face the threat that the advanced countries will impose higher barriers against their exports.

Most companies from developing countries are unlikely to be able to afford to set up production inside the advanced economic blocs, and many developing countries may find it hard to attract companies using the new post-Fordist production techniques.

One result of the new set-up, Mr. Oman says, is that the industrialized countries' collective will to pursue multilateral trade liberalization has weakened — as demonstrated by the prolonged difficulty in concluding the Uruguay Round. But the developing countries' interest in liberalization is much greater.

So the developing nations are likely to continue to press for closer links with blocs such as the North American Free Trade Area and the European Union. Their companies will seek more tie-ups with companies in the industrial countries.

But, says Mr. Oman, the question remains: Will globalization be globalized? At least Henry Ford did not have to worry about that.

Fears that work will flow to low-wage countries are largely misplaced.

Fox Network Snatches 12 U.S. Affiliates

Compiled by Our Staff From Dispatches

NEW YORK — News Corp.'s Fox Broadcasting Co. on Monday announced a \$400 million joint venture with New World Communications Group Inc. that will give the Fox television network 12 stations now affiliated with its big three rivals.

Fox and New World, which produced "The Wonder Years" and "Santa Barbara" television series, said the alliance would result in the largest network affiliation realignment in television history.

At the same time, Fox and New World will jointly develop syndicated programming that will run on Fox and New World stations.

The agreement calls for up to 12 stations owned or to be acquired by

New World to change their network affiliations to Fox from ABC, CBS and NBC.

"This agreement will forever change the competitive landscape of network television," said Rupert Murdoch, chairman of News Corp.

Mr. Murdoch launched the Fox network seven years ago with the \$2 billion purchase of seven television stations from Metromedia Co.

The network, seeking to move beyond its youth-oriented market, recently shocked its competitors by outbidding them for the rights to broadcast the National Football League's National Football Conference games next season.

"With this strategic alliance, New World emerges as a leading syndicated program provider in a highly

competitive marketplace," said William Bevis, the chief executive of New World. "That, plus significant access to the Fox network for our series and movie programs, puts us in the leading ranks of television production companies."

New World's five currently owned and operated VHF stations are switching to Fox affiliations. They include WJBK-TV Detroit, WJW-TV Cleveland, WAGA-TV Atlanta, WTVT-TV Tampa and WITI-TV Milwaukee.

New World has an option to acquire a major stake in Argyle Television Holding Inc., which owns four television stations in Texas, Missouri and Alabama. New World said it would exercise its option and gain control of Argyle, it would af-

filiate three of the stations with Fox. New World's acquisition of Argyle requires approval from the Federal Communications Commission.

New World also is in the process of buying four stations from Great American Communications Corp. All four of those stations would become Fox affiliates.

Industry analysts said CBS, currently the most popular U.S. television network, had the most to lose from the affiliation shift. Eight of the stations that are to switch affiliations with Fox are now affiliated with CBS.

CBS shares fell in heavy trading on the New York Stock Exchange, while News Corp.'s American depositary receipts rose.

(Reuters, AP)

China Banks Urged to Aid State Firms

Agence France-Presse

BEIJING — Zhu Rongji, China's deputy prime minister, has called for banks to make credit more freely available to state-owned companies hit by the government's anti-inflation policy as a means of preserving social stability, reports said Monday.

The call by Mr. Zhu, who is also governor of China's central bank, confirmed recent signs that fears of labor unrest and calls for help from the unprofitable state companies had prompted the government to loosen its tight credit policy, despite inflation that continues to run at more than 20 percent.

The state sector was hit badly by the credit clampdown in the first quarter, when about half of the companies reported losses, compared with about one-third of them a year earlier.

The newspaper People's Daily quoted Mr. Zhu as saying banks and local governments should differentiate good companies from bad and "give their full support to those enterprises that are able to sell their products and repay their debts and are efficient."

At the same time, he said, "long-term loss-makers that have no hope of turning a profit should be allowed to go bankrupt, at first on a trial basis and then 'more broadly'."

But diplomats said the remarks reflected the government's desire for a selective approach to credit loosening rather than any real commitment to allowing enterprises in the state-owned sector — which is estimated to have 10 million surplus workers — go bankrupt.

"I don't sense from other statements that they're about to let state enterprises go bankrupt," one diplomat said.

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Berlin		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
London		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Paris		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Stockholm		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Oslo		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Geneva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Frankfurt		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Madrid		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Barcelona		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Valencia		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Bilbao		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Malaga		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Jaen		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Huelva		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Almeria		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Granada		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Seville		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30
Cordoba		1.60	2.35	1.00	0.68	0.106	—	5.62	1.34	1.77	1.52	1.30

NASDAQ

Monday's 4 p.m.
list compiled by the AP, consists of the 1,000
most traded securities in terms of dollar value. It is
updated twice a year.

Stock	12 Month High	12 Month Low	Div	Yld	PE	52 Wk High	52 Wk Low	Open	Close
AA	10.00	8.00	0.00	0.00	0.00	10.00	8.00	10.00	10.00
ABC	12.00	10.00	0.00	0.00	0.00	12.00	10.00	12.00	12.00
DEF	15.00	13.00	0.00	0.00	0.00	15.00	13.00	15.00	15.00
GHI	18.00	16.00	0.00	0.00	0.00	18.00	16.00	18.00	18.00
JKL	20.00	18.00	0.00	0.00	0.00	20.00	18.00	20.00	20.00
MNO	22.00	20.00	0.00	0.00	0.00	22.00	20.00	22.00	22.00
PQR	25.00	23.00	0.00	0.00	0.00	25.00	23.00	25.00	25.00
STU	28.00	26.00	0.00	0.00	0.00	28.00	26.00	28.00	28.00
VWX	30.00	28.00	0.00	0.00	0.00	30.00	28.00	30.00	30.00
YZA	32.00	30.00	0.00	0.00	0.00	32.00	30.00	32.00	32.00
BCD	35.00	33.00	0.00	0.00	0.00	35.00	33.00	35.00	35.00
EFG	38.00	36.00	0.00	0.00	0.00	38.00	36.00	38.00	38.00
HIJ	40.00	38.00	0.00	0.00	0.00	40.00	38.00	40.00	40.00
KLM	42.00	40.00	0.00	0.00	0.00	42.00	40.00	42.00	42.00
NOP	45.00	43.00	0.00	0.00	0.00	45.00	43.00	45.00	45.00
QRS	48.00	46.00	0.00	0.00	0.00	48.00	46.00	48.00	48.00
TUV	50.00	48.00	0.00	0.00	0.00	50.00	48.00	50.00	50.00
WXY	52.00	50.00	0.00	0.00	0.00	52.00	50.00	52.00	52.00
ZAB	55.00	53.00	0.00	0.00	0.00	55.00	53.00	55.00	55.00
ACD	58.00	56.00	0.00	0.00	0.00	58.00	56.00	58.00	58.00
EFG	60.00	58.00	0.00	0.00	0.00	60.00	58.00	60.00	60.00
HIJ	62.00	60.00	0.00	0.00	0.00	62.00	60.00	62.00	62.00
KLM	65.00	63.00	0.00	0.00	0.00	65.00	63.00	65.00	65.00
NOP	68.00	66.00	0.00	0.00	0.00	68.00	66.00	68.00	68.00
QRS	70.00	68.00	0.00	0.00	0.00	70.00	68.00	70.00	70.00
TUV	72.00	70.00	0.00	0.00	0.00	72.00	70.00	72.00	72.00
WXY	75.00	73.00	0.00	0.00	0.00	75.00	73.00	75.00	75.00
ZAB	78.00	76.00	0.00	0.00	0.00	78.00	76.00	78.00	78.00
ACD	80.00	78.00	0.00	0.00	0.00	80.00	78.00	80.00	80.00
EFG	82.00	80.00	0.00	0.00	0.00	82.00	80.00	82.00	82.00
HIJ	85.00	83.00	0.00	0.00	0.00	85.00	83.00	85.00	85.00
KLM	88.00	86.00	0.00	0.00	0.00	88.00	86.00	88.00	88.00
NOP	90.00	88.00	0.00	0.00	0.00	90.00	88.00	90.00	90.00
QRS	92.00	90.00	0.00	0.00	0.00	92.00	90.00	92.00	92.00
TUV	95.00	93.00	0.00	0.00	0.00	95.00	93.00	95.00	95.00
WXY	98.00	96.00	0.00	0.00	0.00	98.00	96.00	98.00	98.00
ZAB	100.00	98.00	0.00	0.00	0.00	100.00	98.00	100.00	100.00

Stock	12 Month High	12 Month Low	Div	Yld	PE	52 Wk High	52 Wk Low	Open	Close
ABC	10.00	8.00	0.00	0.00	0.00	10.00	8.00	10.00	10.00
DEF	12.00	10.00	0.00	0.00	0.00	12.00	10.00	12.00	12.00
GHI	15.00	13.00	0.00	0.00	0.00	15.00	13.00	15.00	15.00
JKL	18.00	16.00	0.00	0.00	0.00	18.00	16.00	18.00	18.00
MNO	20.00	18.00	0.00	0.00	0.00	20.00	18.00	20.00	20.00
PQR	22.00	20.00	0.00	0.00	0.00	22.00	20.00	22.00	22.00
STU	25.00	23.00	0.00	0.00	0.00	25.00	23.00	25.00	25.00
VWX	28.00	26.00	0.00	0.00	0.00	28.00	26.00	28.00	28.00
YZA	30.00	28.00	0.00	0.00	0.00	30.00	28.00	30.00	30.00
BCD	32.00	30.00	0.00	0.00	0.00	32.00	30.00	32.00	32.00
EFG	35.00	33.00	0.00	0.00	0.00	35.00	33.00	35.00	35.00
HIJ	38.00	36.00	0.00	0.00	0.00	38.00	36.00	38.00	38.00
KLM	40.00	38.00	0.00	0.00	0.00	40.00	38.00	40.00	40.00
NOP	42.00	40.00	0.00	0.00	0.00	42.00	40.00	42.00	42.00
QRS	45.00	43.00	0.00	0.00	0.00	45.00	43.00	45.00	45.00
TUV	48.00	46.00	0.00	0.00	0.00	48.00	46.00	48.00	48.00
WXY	50.00	48.00	0.00	0.00	0.00	50.00	48.00	50.00	50.00
ZAB	52.00	50.00	0.00	0.00	0.00	52.00	50.00	52.00	52.00
ACD	55.00	53.00	0.00	0.00	0.00	55.00	53.00	55.00	55.00
EFG	58.00	56.00	0.00	0.00	0.00	58.00	56.00	58.00	58.00
HIJ	60.00	58.00	0.00	0.00	0.00	60.00	58.00	60.00	60.00
KLM	62.00	60.00	0.00	0.00	0.00	62.00	60.00	62.00	62.00
NOP	65.00	63.00	0.00	0.00	0.00	65.00	63.00	65.00	65.00
QRS	68.00	66.00	0.00	0.00	0.00	68.00	66.00	68.00	68.00
TUV	70.00	68.00	0.00	0.00	0.00	70.00	68.00	70.00	70.00
WXY	72.00	70.00	0.00	0.00	0.00	72.00	70.00	72.00	72.00
ZAB	75.00	73.00	0.00	0.00	0.00	75.00	73.00	75.00	75.00
ACD	78.00	76.00	0.00	0.00	0.00	78.00	76.00	78.00	78.00
EFG	80.00	78.00	0.00	0.00	0.00	80.00	78.00	80.00	80.00
HIJ	82.00	80.00	0.00	0.00	0.00	82.00	80.00	82.00	82.00
KLM	85.00	83.00	0.00	0.00	0.00	85.00	83.00	85.00	85.00
NOP	88.00	86.00	0.00	0.00	0.00	88.00	86.00	88.00	88.00
QRS	90.00	88.00	0.00	0.00	0.00	90.00	88.00	90.00	90.00
TUV	92.00	90.00	0.00	0.00	0.00	92.00	90.00	92.00	92.00
WXY	95.00	93.00	0.00	0.00	0.00	95.00	93.00	95.00	95.00
ZAB	98.00	96.00	0.00	0.00	0.00	98.00	96.00	98.00	98.00
ACD	100.00	98.00	0.00	0.00	0.00	100.00	98.00	100.00	100.00

Stock	12 Month High	12 Month Low	Div	Yld	PE	52 Wk High	52 Wk Low	Open	Close
ABC	10.00	8.00	0.00	0.00	0.00	10.00	8.00	10.00	10.00
DEF	12.00	10.00	0.00	0.00	0.00	12.00	10.00	12.00	12.00
GHI	15.00	13.00	0.00	0.00	0.00	15.00	13.00	15.00	15.00
JKL	18.00	16.00	0.00	0.00	0.00	18.00	16.00	18.00	18.00
MNO	20.00	18.00	0.00	0.00	0.00	20.00	18.00	20.00	20.00
PQR	22.00	20.00	0.00	0.00	0.00	22.00	20.00	22.00	22.00
STU	25.00	23.00	0.00	0.00	0.00	25.00	23.00	25.00	25.00
VWX	28.00	26.00	0.00	0.00	0.00	28.00	26.00	28.00	28.00
YZA	30.00	28.00	0.00	0.00	0.00	30.00	28.00	30.00	30.00
BCD	32.00	30.00	0.00	0.00	0.00	32.00	30.00	32.00	32.00
EFG	35.00	33.00	0.00	0.00	0.00	35.00	33.00	35.00	35.00
HIJ	38.00	36.00	0.00	0.00	0.00	38.00	36.00	38.00	38.00
KLM	40.00	38.00	0.00	0.00	0.00	40.00	38.00	40.00	40.00
NOP	42.00	40.00	0.00	0.00	0.00	42.00	40.00	42.00	42.00
QRS	45.00	43.00	0.00	0.00	0.00	45.00	43.00	45.00	45.00
TUV	48.00	46.00	0.00	0.00	0.00	48.00	46.00	48.00	48.00
WXY	50.00	48.00	0.00	0.00	0.00	50.00	48.00	50.00	50.00
ZAB	52.00	50.00	0.00	0.00	0.00	52.00	50.00	52.00	52.00
ACD	55.00	53.00	0.00	0.00	0.00	55.00	53.00	55.00	55.00
EFG	58.00	56.00	0.00	0.00	0.00	58.00	56.00	58.00	58.00
HIJ	60.00	58.00	0.00	0.00	0.00	60.00	58.00	60.00	60.00
KLM	62.00	60.00	0.00	0.00	0.00	62.00	60.00	62.00	62.00
NOP	65.00	63.00	0.00	0.00	0.00	65.00	63.00	65.00	65.00
QRS	68.00	66.00	0.00	0.00	0.00	68.00	66.00	68.00	68.00
TUV	70.00	68.00	0.00	0.00	0.00	70.00	68.00	70.00	70.00
WXY	72.00	70.00	0.00	0.00	0.00	72.00	70.00	72.00	72.00
ZAB	75.00	73.00	0.00	0.00	0.00	75.00	73.00	75.00	75.00
ACD	78.00	76.00	0.00	0.00	0.00	78.00	76.00	78.00	78.00
EFG	80.00	78.00	0.00	0.00	0.00	80.00	78.00	80.00	80.00
HIJ	82.00	80.00	0.00	0.00	0.00	82.00	80.00	82.00	82.00
KLM	85.00	83.00	0.00	0.00	0.00	85.00	83.00	85.00	85.00
NOP	88.00	86.00	0.00	0.00	0.00	88.00	86.00	88.00	88.00
QRS	90.00	88.00	0.00	0.00	0.00	90.00	88.00	90.00	90.00
TUV	92.00	90.00	0.00	0.00	0.00	92.00	90.00	92.00	92.00
WXY	95.00	93.00	0.00	0.00	0.00	95.00	93.00	95.00	95.00
ZAB	98.00	96.00	0.00	0.00	0.00	98.00	96.00	98.00	98.00
ACD	100.00	98.00	0.00	0.00	0.00	100.00	98.00	100.00	100.00

Stock	Div	Yld	PE	52 Wk High	52 Wk Low	Open	Close	12 Month High	12 Month Low
Limits				10.00	8.00	10.00	10.00	10.00	8.00
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一、關於本會之組織
 二、關於本會之經費
 三、關於本會之業務
 四、關於本會之紀律
 五、關於本會之其他事項
 六、關於本會之附屬機構
 七、關於本會之對外關係
 八、關於本會之內部管理
 九、關於本會之法律地位
 十、關於本會之未來發展

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1. The first part of the document is a list of names and their corresponding addresses. The names are listed in a column on the left, and the addresses are listed in a column on the right. The names are: John A. Smith, John B. Smith, John C. Smith, John D. Smith, John E. Smith, John F. Smith, John G. Smith, John H. Smith, John I. Smith, John J. Smith, John K. Smith, John L. Smith, John M. Smith, John N. Smith, John O. Smith, John P. Smith, John Q. Smith, John R. Smith, John S. Smith, John T. Smith, John U. Smith, John V. Smith, John W. Smith, John X. Smith, John Y. Smith, John Z. Smith. The addresses are: 123 Main St., 456 Main St., 789 Main St., 101 Main St., 202 Main St., 303 Main St., 404 Main St., 505 Main St., 606 Main St., 707 Main St., 808 Main St., 909 Main St., 1010 Main St., 1111 Main St., 1212 Main St., 1313 Main St., 1414 Main St., 1515 Main St., 1616 Main St., 1717 Main St., 1818 Main St., 1919 Main St., 2020 Main St., 2121 Main St., 2222 Main St., 2323 Main St., 2424 Main St., 2525 Main St., 2626 Main St., 2727 Main St., 2828 Main St., 2929 Main St., 3030 Main St., 3131 Main St., 3232 Main St., 3333 Main St., 3434 Main St., 3535 Main St., 3636 Main St., 3737 Main St., 3838 Main St., 3939 Main St., 4040 Main St., 4141 Main St., 4242 Main St., 4343 Main St., 4444 Main St., 4545 Main St., 4646 Main St., 4747 Main St., 4848 Main St., 4949 Main St., 5050 Main St., 5151 Main St., 5252 Main St., 5353 Main St., 5454 Main St., 5555 Main St., 5656 Main St., 5757 Main St., 5858 Main St., 5959 Main St., 6060 Main St., 6161 Main St., 6262 Main St., 6363 Main St., 6464 Main St., 6565 Main St., 6666 Main St., 6767 Main St., 6868 Main St., 6969 Main St., 7070 Main St., 7171 Main St., 7272 Main St., 7373 Main St., 7474 Main St., 7575 Main St., 7676 Main St., 7777 Main St., 7878 Main St., 7979 Main St., 8080 Main St., 8181 Main St., 8282 Main St., 8383 Main St., 8484 Main St., 8585 Main St., 8686 Main St., 8787 Main St., 8888 Main St., 8989 Main St., 9090 Main St., 9191 Main St., 9292 Main St., 9393 Main St., 9494 Main St., 9595 Main St., 9696 Main St., 9797 Main St., 9898 Main St., 9999 Main St.



**Fly smooth on
70 destinations and counting.**

Alaska
 Anchorage
 Atlanta
 Baltimore
 Boston
 Buffalo
 Charlotte
 Chicago
 Cincinnati
 Cleveland
 Dallas
 Denver
 Detroit
 Fort Lauderdale
 Fort Worth
 Houston
 Indianapolis
 Jacksonville
 Kansas City
 Las Vegas
 Little Rock
 Los Angeles
 Louisville
 Miami
 Milwaukee
 Minneapolis
 New York
 New Orleans
 Newark
 Norfolk
 Omaha
 Philadelphia
 Phoenix
 Portland
 Raleigh
 Richmond
 San Diego
 San Francisco
 Seattle
 St. Louis
 Tampa
 Washington
 Wichita

一、本會定於陽曆九月一日（即農曆八月十一日）在廣州大新公司舉行籌備委員會第一次會議，屆時請各委員準時出席。如有不能出席者，請委託代表出席。此致各委員。

二、本會為便利會員起見，特設分會於各埠，凡我會員如欲加入分會者，請逕向該分會接洽。此致各會員。

三、本會為推廣業務，特設宣傳部，凡我會員如欲參加宣傳者，請逕向該部接洽。此致各會員。

四、本會為加強組織，特設幹事部，凡我會員如欲擔任幹事者，請逕向該部接洽。此致各會員。

五、本會為提高素質，特設訓練班，凡我會員如欲參加訓練者，請逕向該部接洽。此致各會員。

六、本會為擴大影響，特設出版部，凡我會員如欲投稿或訂閱者，請逕向該部接洽。此致各會員。

七、本會為服務社會，特設服務部，凡我會員如欲提供服務者，請逕向該部接洽。此致各會員。

八、本會為促進合作，特設合作部，凡我會員如欲尋求合作者，請逕向該部接洽。此致各會員。

九、本會為維護權益，特設法律部，凡我會員如欲諮詢法律者，請逕向該部接洽。此致各會員。

十、本會為保障安全，特設保安部，凡我會員如欲加強保安者，請逕向該部接洽。此致各會員。

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一、關於我國經濟建設之方針
 二、關於我國工業建設之方針
 三、關於我國農業建設之方針
 四、關於我國交通運輸建設之方針
 五、關於我國教育科學文化建設之方針
 六、關於我國衛生體育建設之方針
 七、關於我國社會福利建設之方針
 八、關於我國對外經濟關係之方針
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**Cambodia
Hasn't Been
Rescued**

By James D. Ross

PHNOM PENH — A year after the United Nations' intervention in Cambodia, the country remains a chaotic mess. The government is a collection of competing factions, and the economy is in a state of collapse. The international community has failed to provide the aid and support needed for the country to recover from the devastation of the Khmer Rouge era.

The United Nations' intervention in Cambodia was a disaster. The UN failed to establish a credible government, and the country is now a lawless state. The international community has failed to provide the aid and support needed for the country to recover from the devastation of the Khmer Rouge era.

The United Nations' intervention in Cambodia was a disaster. The UN failed to establish a credible government, and the country is now a lawless state. The international community has failed to provide the aid and support needed for the country to recover from the devastation of the Khmer Rouge era.

Business Education

BRINGING THE WORLD TO THE CLASSROOM

Prospective employers willing to pay the price for a business-school graduate expect to get an executive who can go into action right away in a rapidly changing and increasingly complex environment. At the same time, European and U.S. schools are competing ever more savagely for market share and recognition. This means that top schools everywhere are struggling to adapt their teaching methods to meet the new demands.

"Since we launched our first MBA and MSC programs back in the 1960s, the aim of these courses has changed considerably," says Leo Murray, director of Cranfield School of Management in Britain. "Today, we concentrate our teaching efforts on developing personal skills such as problem solving and teamwork."

The changes, however, are still less than revolutionary. A 1993 survey carried out among 59 European graduate schools by the Brussels-based European Foundation for Management Development, for instance, showed that lectures still accounted for 40.5 percent of total teaching time. Project work, case studies and group discussions took up 24.6 percent, 16.4 percent and 8.6 percent respectively, while computer simulations notched up a mere 3.8 percent of the total.

Paradoxically, at the same time that European business schools are competing for students, many are also looking for ways to link up in cooperative networks. The main purpose of this is to provide more cross-cultural courses at the European level by establishing networks and exchanges of students between different European countries. The procedure also helps to improve economies of scale by pooling resources at a time when the marketplace is demanding ever more sophisticated teaching and research facilities.

One prominent example of this approach is the Community of European Management Schools. CEMS comprises 12 universities and business schools in different European countries, including Cologne University in Germany, the London School of Economics in Britain and the Copenhagen Business

School in Denmark. The fundamental purpose of this association is the creation of a common European business qualification known as the CEMS Master.

"The CEMS Master, awarded to students in addition to the degree granted by their home institution, undeniably adds value to students' qualifications on graduation," says Staffan Burenstam Linder, president of the Stockholm School of Economics and chairman of CEMS. The procedure for setting up this additional qualification involves the creation of common standards among member schools and the progressive harmonization of degree courses.

"Case studies play a very important role both in our degree courses and our executive programs," says José Maria Pons, MBA director at IESE (Instituto de Estudios Superiores de Empresa) in Barcelona. "However, we use them as a springboard to collective thinking rather than as an illustration of a single solution to a problem. Employed in the latter way, cases can become quickly outdated, and even more importantly,

A body of European cases is now finally emerging

they fail to convey the complexity of real-life situations."

Originally, most cases were developed by American institutions like Harvard, but a body of European case material is finally emerging. European schools making a major input in this connection include the Institute for Management Development (IMD) in Switzerland and INSEAD in France. Cranfield coordinates the European Case Clearing House (ECCCH).

"The vital point about case teaching is that its strength depends as much on the quality of the teacher as on the quality of the case," says Gary Edelman, who was recently voted best lecturer by students at the Rotterdam School of Management. "Many European professors feel happier with the traditional academic-lecture approach,

and if you force the wrong people to adopt the case method, it gives the whole procedure a bad name."

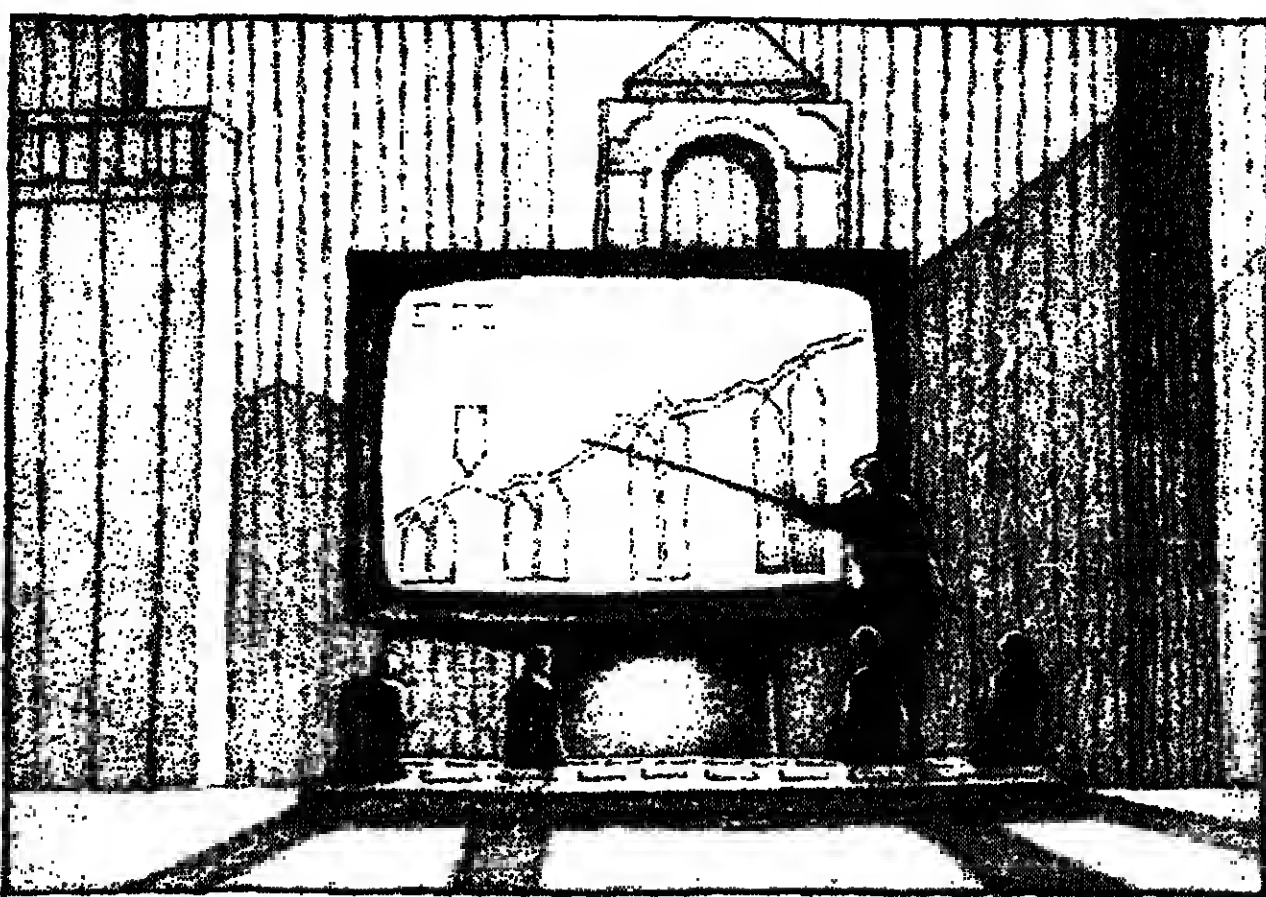
SDA Bocconi in Milan is one of the growing number of schools that makes use of computer simulations for teaching purposes. "For example, we have devised a model-building simulation using a spreadsheet format, which allows students to work in small groups on different decision models and to compete with one another," says MBA Program Director Pamela Adams. "This helps students to appreciate the interactions between different issues and to learn how to operate in an integrated way."

The simulation might bring together, for example, information and issues from sectors such as marketing, finance and production, and it imitates the complex information flows within real businesses. "This approach encourages students to examine both quantitative and qualitative considerations," explains Ms. Adams.

Other computer-assisted projects launched by SDA Bocconi include a finance, banking and macroeconomic simulation called ArcoFund. Students are divided into small groups, and each group is given a notional capital sum of \$100 million to play with. This then has to be "invested" in stock-exchange indexes. "The driving force behind this game is the competition that it generates between the groups," says Ms. Adams. "The simulation continues throughout the year, and we see who has done best in November."

The California-based International University of America, which recruits MBA students in Europe, places particular emphasis on its personal-project approach. "The purpose is to identify a topic that the student explores over the course of the program. This aims at developing research skills in a real-life American business setting," says IUA Professor Jack Forget.

Many degree courses include a requirement for students to spend part of their course time working in a real-life business environment. The International MBA program run by the Rotterdam School of Management provides one example. "At the end of their first year,



all our students have to spend three weeks analyzing a chosen company on a cross-functional basis," says Dean J. Wil Foppen. "Further company projects form part of the second year also."

At Manchester Business School in Britain, MBA students are divided into project groups of five or six to work on consulting assignments for companies. "One project involves advising companies on mergers and acquisitions strategies while another looks at overseas market opportunities," says Manchester MBA Director Peter Barrar. "Students have to calculate what their costs will be to carry out the project, and they then submit a bid on this basis to the prospective customer company."

One example in the mergers and ac-

quisitions project involved bringing executives of the Blue Circle group of companies to the school, so that they could discuss their M&A strategy with students. Participants in the course then undertook research aimed at identifying potential target companies.

This project brought students face to face with the need in a real-life situation to combine analytical skills based on logic with softer skills connected with handling people situations. "Mr. Barrar says, 'For instance, under the first heading, they had to look at issues such as valuing businesses in accordance with their equity bases. The second aspect required them to consider factors such as the best way to avoid making experienced directors in the

target company feel they were under threat when it would be important to retain their services after the takeover."

IMD runs a scheme called TIE (Team Initiative Enterprise). "Students work in self-selected groups," says MBA Director Kamran Kashani. "Each of these has to come up with a basic idea and a precise definition and then put it into practice."

The Groupe ESC Lyon provides a further variant. "One of our projects aims at motivating students to create a business," says ESC Lyon Vice President Philippe Albert. "Getting participants to create a working enterprise is one of the best teaching methods you can devise."

Michael Rowe

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SCHOOLS TAKE CLOSER LOOK AT THE BOTTOM LINE

Eay Haskins, director-general of the European Foundation for Management Development in Brussels, recently discussed the outlook for international business education with Axel Krause, corporate editor of the International Herald Tribune. Following are excerpts from the interview:

How many of your nearly 200 European business-school members are now tied into some kind of network or international association, with another business school?

The vast majority — with at least one other school. The strong tendency has been privileging international links and particularly those programs with continuity.

Is this a response to the apparent end of the European recession?

Members are re-evaluat-

ing their programs, just as companies are re-evaluating their costs of operating. Another new effect is that some companies in similar industries are joining together to form their own business-training schools. This enables them to be very practice-oriented.

Is it true, as some deans say, that there are no profits in management education and that many schools lose money?

That may be the case for some schools. Most business schools are still surviving, even though they are also going through a cost-cutting, cost-evaluation exercise.

Does the trend you describe also reflect a move away from MBAs?

What everyone is realizing today is that we are talking about a continuous process in business education. The MBA is just one small aspect of management development. In fact, most



EFMD's Gay Haskins: "The strong tendency has been privileging international links."

business schools make most of their money through executive programs.

What is the single most important question asked about costs of management education?

As reflected in demands on us by our corporate members for workshops, the question is: how do you measure the cost and the effectiveness of management development? We hope to provide a tentative answer during a session at our annual conference in June in Copenhagen focused on impact on the bottom line. There will also be a related session dealing with impact on business performance. That is the question.

Turning to academic research in management education, what new questions are being asked?

A study was recently done

in Britain calling for developing much more relevance of research to business. Elsewhere among our members, the reaction is the same — namely, that business executives say repeatedly that research being conducted today is not relevant to their needs. Others urge a new partnership in research. The problem is translating conceptual research, and the phrases and words used to express it, into something that is meaningful and understandable to business.

How many of your members participate in doctoral programs?

About 40. About one-third are university-linked, [including] all our members in England — such as Manchester, Warwick, the London Business School. Then there is Erasmus University in Rotterdam, Stockholm School of Economics, among others, all of which confer doctoral degrees. Keep in mind that the PhD, while important, is not the only source of research.

Do you consider cases part of the research process?

They are as much part of the research as they are of the teaching process. Cases can give academics entry into companies and then help bring practical experience back into the classroom, particularly if the case is from one's region of the world. So many cases have been American, and often

not appropriate for the European environment, so it is good that we are now getting cases from Eastern and Western Europe. This is why we sponsor an annual case-writing competition.

How do you explain the success of the use of European cases in American business schools?

There are more and more demands in American schools to internationalize the curricula, and [European cases] offer a valuable source for doing that. I only wish we had more good cases on Eastern Europe or on business in China.

What is your reaction to the establishment in Germany of a two-year executive MBA program by Deutsche Aerospace and Mercedes with Britain's Henley management college, which uses distance learning?

It is a trend. British Airways developed its own MBA, and the Danish Management Center has a new MBA developed by a consortium of companies. There are an increasing number of partnerships between companies and business schools. But the ultimate test of the success of these will depend on the quality of the students produced.

How do you react to recent surveys showing that only about 5 percent of women in European business make it to the top ranks?

There are a lot of successful women in small businesses, and that is where much of the growth is. The reason is that it is often easier to set up your own business rather than to integrate your style and yourself into a big structure, which doesn't allow any flexibility.

What is the EFMD's involvement in China?

We have been managing the China Europe Management Institute. After seven years of experience in Beijing, we are now moving the CEMI to Shanghai. The courses are intended for middle and senior management, and they regularly attract participants from major corporations operating in China.

The program provides our school members the opportunity to send their faculty to teach in China, a rare learning experience. It is part of the service we provide our members.



Women still account for less than 10 percent of the managers in Britain's largest organizations.

How to Attract Women

The percentage of women students at Europe's major business schools continues to rise steadily, and many institutions are launching specific campaigns to attract more women to their courses. Manchester Business School, for example, began a special recruitment drive just over three years ago that features initiatives such as the Guardian Women in Management Scholarship.

Overall, one-third of first-year Manchester MBA students are now female, with 48 on the part-time program and 24 percent on the full-time course. Paradoxically, this trend coincides with the publication of a new report by the Institute of Management and Remuneration Economics showing that the percentage of women managers in Britain's largest organizations has fallen from 10.2 percent last year to 9.5 percent currently.

INSEAD says that it will more readily consider applications from younger candidates if they are women since they tend to be more mature than young men of the same age. "At the other end of the spectrum, we

are also very happy to entertain applications from women in their early thirties who had earlier interrupted their careers to start a family," says Helen Henderson, INSEAD's director of admissions.

A recent survey of its 59 member schools carried out by the European Foundation for Management Development showed the highest percentage of female business students in Finland (44 percent), France (39 percent) and Germany (34 percent). The three lowest scores were Switzerland (17 percent), Britain (20 percent) and Ireland (21 percent).

Placement experience still varies. "Because of the traditional role of women, interviewers cannot fully accept a self-assertive presentation by a woman candidate, whereas they might consider this a positive attribute in a man," says Bonnie Moy, director of the Career Planning Office at the Rotterdam School of Management. The Groupe HEC in France, however, says it detects no obvious discrimination by potential employers, although few women graduates go into industry.

M.R.

New Trends in Recruitment

With more and more graduates of U.S. business schools competing for fewer and fewer jobs, on-site recruitment is quickly becoming a victim of corporate downsizing. Corporate recruiters once paid routine annual visits to universities to interview graduating MBAs; in today's seller's market, however, students must seek out the recruiters. To make their job-seeking easier, university placement officers are banding together for consortium recruiting and

are also using technology in innovative ways to match corporate jobs with their students.

Consortium recruiting allows recruiters to cut costs by interviewing students

Video interviewing for job-seekers

from several schools at once. The most successful gathering for consortium recruiting takes place in Atlanta. It began with 20 participating companies in 1987; this year, 85 companies will interview students from schools as far away as New York.

The Simon School of the University of Rochester, which also participates in a local consortium that meets in New York City, sent 50 students to Atlanta. Such consortia allow for more informal discussions between students and recruiters. "It consolidates campus recruiting," says Lee Junkans, associate dean for career services. "It results in more of a relationship, which can result in a campus recruiting

visit and, ultimately, job offers.

Video interviewing provides students access to recruiters from companies located far away from a campus. It also allows recruiters from foreign companies to meet U.S. students. Generally, the college rents a closed-circuit TV system; the recruiter travels to a nearby studio where the satellite signal can be downloaded. The method is still experimental, but it has enabled schools in relatively remote areas, such as the University of Wisconsin at Madison, to expose students to Fortune 500 companies.

As business schools become more and more dependent on computers, disks are replacing traditional resumé books. Recruiters can perform a scan for a particular specialty or interest. With the more cumbersome books, the interviewer would have to read each resumé to find a suitable candidate. Although most schools still send out the books as a back-up, such prestigious schools as the University of Chicago and Columbia University have abandoned the "hard copy" all together.

S.W.

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WHEN ACADEME GOES CORPORATE

Many business schools used to pride themselves on their detached and scholarly approach to teaching and research. Today, pushed by cash shortages and competition, they see their role more as eager sellers in the corporate marketplace, and all the major institutions are struggling to forge closer relationships with business.

Despite such trends, many leading European business schools continue to believe that few schools are as yet fully attuned to their precise needs. Often a particular difficulty is persuading faculty members to change work methods to which they have been long accustomed. It is generally accepted, however, that big management centers are making major efforts to get closer to the marketplace.

One example is the way in which Ashridge Management College in Britain recently went about the job of tackling the management development needs of the Volkswagen company. Key Ashridge staff traveled to the company to meet all the relevant players and to find out in detail what Volkswagen had in mind and what was required. On the basis of these meetings, the college drew up a specially tailored program.

INSEAD in France offers another example. "Fifty percent of our total activity is devoted to executive education, and our whole approach is based on the idea of creating partnerships with businesses," says Armand De Meyer, director of executive education at INSEAD. "A big part of our company-specific work is concerned with managing change and helping corporations to maintain internal cohesion."

The school, for instance, organized a special program for the ABN and AMRO banks in the Netherlands at the time of their merger, and it has also been called in by French state-owned operations about to be privatized.

Further examples of this approach are provided by the company-specific courses organized by HEC Management, the executive-training subsidiary of the Groupe HEC. "Recent projects we have undertaken include initial training of the marketing work force of a European aeronautics company and organizing a general management cycle to fit the training requirements of 400 executives in a European service company," says HEC Management Director Olivier Bruel.

In addition, HEC Management recently assisted a French bank organization in



Major management centers are making big efforts to get closer to the marketplace.

creating a school for top-level executives. "This mingled Groupe HEC pedagogic and technical expertise with the professional know-how of managers," says Mr. Bruel. "In this way, we were able to introduce a modern, efficient and dynamic training system into the heart of the organization's structure."

Giving companies an effective say in the way schools are organized and in the content of their courses is another method that is widely adopted to cement relations. "Both Spanish and multinational companies are represented on our governing board," says Ignacio de la Vega, professor of entrepreneurship at the Instituto de Empresa in Madrid. "We also actively seek corporate sponsorship for professional chairs, although Spanish tax law does not motivate companies in this respect."

IMD in Lausanne is structured around some 120 corporate "stakeholders," who interact with the faculty on teaching and research and who receive a package of services from the institute in return. "We organize benchmarking workshops for all our stakeholders throughout the year," says Paul Adams, IMD's director of corporate affairs. "Moreover, our executive courses are angled strongly toward tailored activities and consortium programs that enable participants to dovetail workplace

learning with their attendance at IMD."

Many French business schools are connected with local chambers of commerce, which provide part of their funding from taxes collected from businesses in the area.

The Groupe ESC Lyon provides a particular example. "Our structure is based on a partnership between the chamber of commerce and regional businesses, which are strongly represented on our executive board," says Philippe Albert, the school's vice president.

Another cooperative venture between business and academe is the Institut du Français des Affaires de Reims, created last year at the initiative of the local chamber of commerce, the University of Reims and other groups. IDFAIR aims to educate foreign executives in business French and in French business procedure.

Faced with reduced demand for business graduates, schools also have to pay closer attention to companies' recruiting requirements. "Spanish companies tell us that they are looking for recruits who can think and take decisions in a more structured fashion," says Carlos Cavallé, dean of IESE in Barcelona. "This means, for instance, that we have to encourage students to adopt a more rigorous ap-

proach when analyzing and commenting on cases."

The Rotterdam School of Management goes one step further and brings in company executives to lecture in some of its courses. "We have to make sure this does not become a simple marketing exercise and that companies do not use the opportunity merely to identify high-flyers, but it provides a useful and practical supplement to more traditional teaching," says Kai Peters, the school's projects and corporate-relations manager.

Against this background of diversity and competition among Europe's business schools, the Brussels-based European Foundation for Management Development offers a meeting point for providers and consumers of management-development services. "Currently, we have 320 business and management-school members, and we offer a platform for dialogue," says EFMD Associate Director Bernadette Conraths.

The EFMD is also involved in promoting management education in developing countries and Eastern Europe. Several of these initiatives are carried out on an agency basis for the European Commission. M.R.

THE AMERICANS KEEP COMING

Increased business opportunities abroad and the globalization of U.S. commerce have influenced the popularity of U.S. business schools with branches in Europe. These schools are continuing to seek a foothold in Europe largely because they are faced with a dwindling pool of students at home and because a European outpost gives an MBA program added cachet at home.

Most U.S. schools operate under a partnership agreement with a European school, which allows students and faculty on both campuses to move back and forth. Many lesser-known colleges are now adding studies abroad, following in the footsteps of such top-tier schools as Boston University, the University of Hartford and Webster University of St. Louis (which began a Geneva campus in 1979). Purdue University in Indiana, for example, has begun a joint program with the Ecole Supérieure de Commerce de Rouen.

Some schools find a niche: The University of Pittsburgh, for instance, has concentrated on Eastern Europe, and Pittsburgh now has programs in Prague, St. Petersburg and Budapest. In January, the Simon School at the University of Rochester will open its second European executive MBA program in Bern. The partnership with the University of Bern supplements an already existing program in Rotterdam.

According to Dick Kwartler, publisher of the MBA Newsletter, the growth of American programs abroad parallels the huge increase in Europeans studying on U.S. campuses. Europeans constitute up to 30 percent of the student body of many colleges; at Yale, the figure has reached 33 percent. This reverse

trend is reflected in the growth in the number of once-scarce European sites where prospective students can take the Graduate Management Admission Test. "International enrollment is a way to counter declining domestic enrollment," says Mr. Kwartler.

Perhaps the most closely watched European outpost is the one to be established on July 1 in Barcelona by the University of Chicago, one of America's most respected business schools. The part-time MBA program is unique insofar as it represents the first time a top-tier school has attempted a European MBA program without the assistance of a local university. "It is the first stand-alone U.S. executive program," Mr. Kwartler notes. "It will be pivotal in terms of whether other U.S. schools will follow."

More important are alliances — "the new buzzword in management education," according to Mr. Kwartler — between U.S. and European schools, as well as with European companies.

In October 1993, the University of Michigan developed a program in Hong Kong for Cathay Pacific that links professors in Ann Arbor to students in Hong Kong via interactive TV. "Interactive TV opens up a whole new world," Mr. Kwartler says. "It will not matter where the student is

enrolled." The biggest limitation on the more traditional partnership programs between U.S. and European universities is American students' notorious lack of facility in foreign languages. Only a few prestigious schools on the Continent, such as INSEAD and IMD, offer bilingual instruction.

One drawback to the European programs is that they may draw away registrants from the home campus. The Massachusetts Institute of Technology, a well-regarded business school, had experimented with a European program a few times, but it decided not to continue after the program proved to be too expensive and threatened to take top-quality students away from the Cambridge campus.

Steve Weinstein



In Barcelona, a new outpost for the University of Chicago.

THE NEW FRONTIER

Vietnam opens its economy to the world market. The country is likely to attract growing attention from European and U.S. business schools as they search for new clients.

So far, few have taken the plunge. Although INSEAD organized a two-week conference for its Vietnamese executives and officials last year, the Paris Chamber of Commerce and Industry, which helps coordinate business relations between France and Vietnam, says that only a handful of U.S., Hong Kong and Swiss institutions are also pursuing projects in the country.

"Vietnam is not looking for U.S.-style business education. Rather, it is turning naturally toward the Southeast Asian 'tiger' economies," says Mike Todd, a regional director with the Euro-Asia Center attached to INSEAD. "What the country needs at the moment is to develop the management skills of its executives."

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THE RISE OF ETHICS: 'A BLOOD-AND-GUTS ISSUE'

Before they start attending the course, my students think it is a Mickey Mouse subject," says Max Torres, who teaches ethics to international MBA students at IESE in Barcelona. "By the time they finish, they go away saying it is a real blood-and-guts issue."

Business schools' heightened interest in ethics and

corporate responsibility is fueled by a bewildering array of factors. These range from public disenchantment with seemingly endless revelations of financial scandals and corruption involving business and governments to the social role of companies in countries struggling with high unemployment, environmental worries and conflicting development priorities in the Third World.

"There are two basic ways of approaching this subject in business teaching," says Eric Briys, dean of ISA at Louvain-la-Neuve in France. "The first is to integrate it directly into the overall course, and the second is to set up specific seminars in which students can examine their concerns and perceptions."

In pursuit of this second idea, ISA has set up a series of discussion sessions at a center for business created by the Benedictine Monastery of Ganagobie in the French Alps.

"Students are surprised to discover how close the monks are to everyday problems," says Mr. Briys. "Moreover, the Ganagobie center also serves businesses in a very practical sense. For instance, the center was recently asked to assist the Accor hotel group in defining the group's approach to the concept of hospitality. This is something the Benedictines know a lot about."

The Manchester Business School in Britain has established a chair in corporate responsibility sponsored by the Co-operative Bank. "One of the central issues we have to address is the fact that business has become the dominant force in modern, advanced societies, and that the authority of politicians has been correspondingly downgraded," says Brian Harvey, who has been appointed to the Co-operative Bank Professorship. "Accordingly, we have to ask whether companies can act simply like corporate 'Daleks,' scanning the social environment impassively to

register trends that can bring them profit, or whether they have to assume a more active role. In the narrower perspective of protecting corporate reputation, companies need to build in a set of corporate values without trying to control everything from the center."

Business schools vary in their teaching methods and objectives, but all agree that it is impossible to lay down a single proper approach to ethical dilemmas, much less to propose neat answers. This applies even to institutions with specific religious connections such as ESADE and IESE, which are linked to the Jesuits and Opus Dei, respectively.

A major aim of the ISA students use a Benedictine business center

course is to get students to examine what harm they cause to themselves as individuals by acting unethically," says Mr. Torres. "Trying to decide on the course to take on the basis of the harm caused to others by a specific line of action soon leads to inextricable conundrums." Mr. Torres also stresses that the task is particularly tricky in the case of international classes mixing students from different backgrounds with different approaches to business methods.

"Our students come from many different countries and cultures," says Luis M. Puges, director-general of ESADE. "We try to identify common ground on ethical issues." According to Henri-Claude de Benignies, who teaches ethics at INSEAD, the objective is to provide students with the necessary tools and models to organize a conceptual framework and to be aware of the consequences of alternative decisions.

"The American idea of drawing up a corporate code of conduct is now moving to Europe, but in my view this approach does not really solve the problem," says Mr. de Benignies. "In the United States, this type of action is based essentially on the belief that being seen to be ethical pays off, which is not an ethical response."

The Groupe ESC Lyon recently launched a study on business ethics and European civilization in the context of a professorial chair sponsored by two French companies - Lyonnaise des Eaux-Dumez and Groupe Schneider. Professor Fred Seidel of ESC Lyon examined the transposition of a code of conduct drawn up by a U.S. multinational to its French subsidiary. His report showed that the mere process of translating the code from English into French subtly and significantly changed the meaning of several key concepts.

Joaquin Garralda, who teaches on ethical issues at the Instituto de Empresa in Madrid, believes that corporate codes of ethics can often play a useful role. "One example is the BBV bank, which drew up such a code in 1990 when the Banco de Bilbao and the Banco de Vizcaya merged to form the BBV," he says. "This helped to minimize conflicts and to define a new corporate identity."

Research carried out jointly by Ashridge and ethics consultants Integrity Works in Britain also suggests that concrete steps should be taken. In a report on their research findings, authors Andrew Wilson of Ashridge and John Drummond of Integrity Works advise a four-point action plan. This starts with an "ethics audit," followed by the creation of a code of ethics. Monitoring and enforcement procedures should then be set up, accompanied by the development of an "ethics index."



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BOOM IS OVER, LEARNING HAS BEGUN

The great boom in Central and East European business education shows marked signs of slowing down. The lessons learned from it, however, are still being absorbed.

A simple perception triggered the business-education boom in 1990. "Everybody in Central and Eastern Europe saw a personal opportunity in getting a form of business education, and they all rushed to take advantage of it," says Allan Gibb, chairman of the Small Business Centre at Durham University's Business School and a leading expert on the East's nascent corporate sectors. The "everybody" he refers to comprises university students and would-be entrepreneurs seeking new career opportunities as well as managers of public-sector companies trying to keep existing positions.

To handle the rush, thousands of business schools - reportedly 300 in Hungary

alone - were founded. Soon, business schools existed in all of the region's 19 countries, including Albania and Romania. Even this sudden abundance of schools did not satisfy demand. The overflow from the East helped management schools in Vienna, Munich and Berlin combat a recession-caused slump in enrollment. In many of these schools, Central and East European businesspeople make up between a third and a half of their student bodies.

The abundance of schools was accompanied by a relative lack of experienced instructors - a shortage that Westerners were only too happy to fill. A very motley crew made its way eastward to dispense the gospel of the free-market economy. Their ranks ranged from \$5,000-a-day management experts with 20 years of experience in rescuing major companies to recently graduated masters of international economics, whose practical

business expertise was derived from a quick reading of the biographies of Nicholas Hayek and George Soros. The Westerners' sources of funding were also variegated: the European Union, private-sector philanthropy, national foreign-aid programs and paid commissions from local governments. Their underlying message was, however, unvarying: Let us (from the West) use our models to show you (in the East) how business is to be done.

An outbreak of realism was responsible for reining in the boom. "Central and East Europeans have quickly developed an eye for quality, and this has checked their unbridled enthusiasm. They have learned to discern which schools really offer value-for-money education," says Danica Purg, director of the International Executive Development Center in Brdo pro Kranj, Slovenia and president of the Central/Eastern Europe Management Development Association (CEEMAN), a network of 28 leading institutions located in the region and in other parts of Europe. "The schools have also quickly learned that having a Western instructor is not necessarily a guarantee of high-quality education."

According to Gay Haskins, international education expert at the Brussels-based European Forum for Management Development, this growing hard-eyed realism has produced a consolidation in Central and East European business education. "It is still a very volatile

scene," she says, "but it is becoming increasingly apparent which schools and institutions are viable in terms of the instruction they provide on a long-term basis."

Increasing this viability is one of CEEMAN's major objectives, says Ms. Purg. To help students select high-quality institutions, CEEMAN is working with other agencies to establish standards of accreditation and program evaluation.

"Central and Eastern Europe now constitute a huge classroom for all teachers of business education," including many on-site experts from the West, who have been learning as much as they have been teaching," says Ms. Purg.

The boom has left Central and Eastern Europe with a great asset - such well-regarded schools as the Czech Management Center - and some unfinished business. Despite the extent of its geographic coverage, the region's network of business schools has largely failed to serve one of its main groups of customers: the proprietors of small businesses, of which there are now millions in Central and Eastern Europe.

"These proprietors are often very short on the time and money requisite to sit and learn in a classroom, and very long on need for very practical instruction about how to manage and develop their businesses," says Mr. Gibb. "There is a clear need for programs of business education targeted especially at their time frames and needs."

Terry Swartzberg

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SPORTS

Knicks Finally Overcome 3-Time Champion Bulls

By Michael Wilbon
Washington Post Service

NEW YORK — It took seven games, it took 18 second-half points from center Patrick Ewing after a scoreless first half, it took 20 rebounds from forward Charles Oakley, it took interior passing they didn't even know they had. But ultimately, before 19,763 zealous fans in Madison Square Garden, the New York Knicks beat the Chicago Bulls in an Eastern Conference playoff series, 87-77, on Judgment Day, Game 7, and advanced to the conference championship matchup with the Indiana Pacers.

"It took hard work. I'll tell you that," said Oakley, a towel draped over his head.

So it goes in the Eastern Conference of the National Basketball Association. The Boston Celtics, once upon a time, had to overcome the Philadelphia 76ers; the Detroit Pistons had to overcome the Celtics; and the Bulls had to overcome the Pistons. It is an evolutionary process to eventually slay the dragon that tormented you. The three-time defending champion Bulls had tormented the Knicks for three years, but will do so no more.

The Knicks coach, Pat Riley, had told Ewing and Oakley before the series that they would have to be at their best in the most critical games if New York was going to seriously stalk an NBA title.

After picking up two quick fouls and failing to score in the first half, Ewing finished with 18 points and 17 rebounds, 14 of those after intermission. Oakley had 17 points to go with his 20 rebounds, and the two big men combined for 10 of New York's 21 assists.

Scottie Pippen scored a game-

high 20 points for the Bulls. Horace Grant had 17 and Pete Myers 15. But Chicago was beaten too soundly in rebounding (52-44 overall, 18-7 on the offensive end) to continue its improbable march toward a fourth straight championship.

"When we closed the doors of the locker room," said the Bulls' coach, Phil Jackson, "I told the team, 'We haven't been unemployed at this point of the season for a long time.'"

Indeed, the Bulls will be absent from the NBA's Eastern Conference Finals for the first time since 1988, after five straight trips.

"To do something like this is once in a lifetime, and we had a great run," Grant said. "It was very weird walking off the floor and not being champs again."

B. J. Armstrong, who scored eight points after averaging 18.2 in the series, said: "We have to let it go. We worked hard this year. We had one little lapse in the third quarter and that's when we blew the game."

That lapse, and the fact that the Bulls didn't build a lead with Ewing on the bench with foul trouble the first half was pretty much the story of Game 7.

Although Ewing had no points at intermission and guard John Starks had a single free throw, the Bulls trailed 38-37 at the half, which for the defending champions was an ominous sign. As the Knicks forward Anthony Mason said, "When your top two scorers aren't shooting and you're up a point, you figure it's a pretty good situation because that's not going to continue."

Even so, the Bulls opened a 57-53 lead on a Pippen basket with

4:56 left in the third, forcing Riley to call time out.

But Ewing scored on a turnaround to get the Knicks within two. Pippen missed, and Charles Smith's reverse jam on Grant tied the game at 57. The Bulls looked ready to pull away again, leading 63-60 after Grant's jumper. But Luc Longley couldn't make a layup with no defender between him and the rim.

The Knicks had the only break they needed. Oakley scored after Longley's miss and then Greg Anthony blocked Armstrong at one end, leading to a Ewing bank shot at the other to give New York the lead for good, 64-63, with 45 seconds left in the third.

Riley had written three pregame musts on the blackboard: hold the Bulls to less than 80 points (check); keep them under 45 percent shooting (check) and out-rebound them by 15 (close enough). He also wanted a complete game of relentless aggression, which his team gave him for the first time in the series.

At the final buzzer, the Bulls handed out not only handshakes but hugs. To the Knicks. With kind words. The Bulls weren't about to pass the torch the way the Pistons did, walking off the court with several seconds left in a Game 4 Chicago sweep in Detroit in 1991.

"You couldn't ask for a greater opponent," Anthony said of the Bulls. "They're a great team, with talent and great coaching, poise, everything."

Riley added: "It's hard to win three-in-a-row and then one year you don't win it. Despite what has been said and been felt between the two teams, this has been a great, bitter rivalry born out of competition."



Patrick Ewing, driving past Scottie Pippen, overcame a scoreless first half to lead the Knicks with 18.

Orioles Derail Yankees, 6-5, In 10 Innings

The Associated Press

Jack Voigt's two-run single capped a two-out 10th-inning rally as the Baltimore Orioles defeated New York 6-5, snapping the Yankees' nine-game home winning streak.

With two outs in the 10th, Harold Baines singled off Xavier Hernandez.

AL ROUNDUP

needers and Leo Gomez doubled. Voigt then singled in pinch-runner Lonnie Smith and Gomez.

Mark Williamson allowed a homer to Jim Leyritz in the eighth but got the victory Sunday. Lee Smith gave up Paul O'Neill's 10th homer in the 10th but closed it out for his major-league-leading 17th save.

O'Neill went 3-for-4 with a double and homer to raise his major league-leading average to .475.

Jim Leyritz hit his seventh homer in the eighth inning off Mark Williamson to tie it at 4-4.

The Orioles had taken a 4-3 lead in the top of the inning when Mike Devereaux tripled and scored on Gomez's two-out single.

Baltimore outlasted the Yankees 11-3 over the first five innings and built a 3-1 lead behind Mike Mussina. Mussina, who threw 128 pitches, tired in the sixth when the Yankees collected four hits and scored twice on Leyritz's two-run single.

Gomez drove in a run in the second with a double off Jimmy Key to give the Orioles a 1-0 lead, but Randy Velarde's second homer of the season and second in three days against the Orioles tied it.

Brady Anderson's RBI double in the fourth put the Orioles back in front, and Chris Hoiles run-scoring double in the fifth put Baltimore ahead 2-1.

Hoiles' double ignited a dispute when Cal Ripken was called out at the plate trying to score. The Orioles' manager, Johnny Oates, was ejected for the first time this season for arguing with the home plate umpire, John Shulock.

Royals 4, Angels 0: In Anaheim, California, David Cone pitched a one-hitter for his third straight shutout.

Cone surrendered only a leadoff single to Chili Davis in the fifth and faced just 29 batters to become the AL's first eight-game winner.

White Sox 5, Athletics 2: Frank Thomas drove in two runs to give Chicago a sweep of the three-game series in Oakland.

Jason Bere allowed one run over six-plus innings to win his third consecutive start for the White Sox, who have won six of their last seven. The A's, who were swept for the ninth time this season, have lost six straight and 27 of their last 31.

Mariners 8, Rangers 2: Ken Griffey Jr. tied Mickey Mantle's record for most home runs in the first two months of the season, hitting his 20th as the Mariners swept Texas in Seattle.

Griffey's 20 homers in 42 games matched Mantle's 20 homers in 41 games in the first two months of the 1956 season when Mantle hit 52.

The Mariners have eight more games left this month.

The Mariners outscored the Rangers 45-10 in the series.

In earlier games, reported Monday in some editions of the International Herald Tribune:

Red Sox 9, Twins 2: In Minneapolis, Roger Clemens limited Minnesota to five hits in eight innings as the Red Sox stopped the Twins' winning streak at seven.

Clemens, who has allowed eight runs in 61 innings over his last eight starts, walked four and struck out seven in handing the Twins their first home loss in 10 games.

Indians 8, Blue Jays 0: Dennis Martinez pitched a seven-hit shutout, his first in the AL in nearly 10 years, as Cleveland snapped a seven-game road losing streak.

Martinez struck out three and walked three for the 24th shutout of his career. Martinez, who last faced Toronto as a Baltimore Oriole, allowed only two runners to reach second.

Tigers 9, Brewers 6: Travis Fryman drove in four runs and rookie Chris Gomez went 3-for-4 as Detroit sent visiting Milwaukee to its 11th consecutive loss.

Fryman went 3-for-4 with a two-run homer, and Gomez singled, doubled and hit his fifth home run in May as the Tigers won their sixth straight home game.

In Lottery, Bucks Win No. 1 Pick For NBA Draft

Reuters

NEW YORK — The Milwaukee Bucks were the big winners of the National Basketball Association's annual draft lottery, winning for the first time since 1977 the No. 1 pick in the league's draft.

The Dallas Mavericks, who finished with just 13 victories for the worst record in the league, won the second overall pick Sunday for the June 29 draft and the Detroit Pistons had to pick third. The Pistons and Bucks tied for the worst record in the Eastern Conference at 20-62.

The 11 teams that failed to qualify for the playoffs were eligible for the lottery. A new system increased the chances of the teams with the worst records of getting a top pick.

The Minnesota Timberwolves, also with a 20-62 record, will get the fourth draft selection.

Glenn Robinson of Purdue, the nation's leading collegiate scorer, is considered the top prize of the draft. Grant Hill of Duke and Jason Kidd of California are also expected to be among the top picks.

The Seattle SuperSonics, who finished with the best record in the NBA at 63-19, participated in the lottery because of a trade with Charlotte. They will pick 11th.

Following the Timberwolves are the Washington Bullets, Philadelphia 76ers, Los Angeles Clippers, Sacramento Kings, Boston Celtics and Los Angeles Lakers.

Canucks Blank Leafs For 3-1 Series Lead

The Associated Press

VANCOUVER, British Columbia — The Vancouver Canucks' odd couple is performing well again with the help of a castoff from Quebec. Cliff Ronning and Sergio Momesso have been making significant

STANLEY CUP PLAYOFFS

contributions in the playoffs since winger Martin Gelinas, claimed on waivers from the Quebec Nordiques, was added to their line.

The unit combined for the key goal Sunday night when the Canucks blanked the Toronto Maple Leafs, 2-0, to take a 3-1 lead in their best-of-7 Western Conference final. Game 5 is Tuesday.

Ronning converted a return pass from Momesso at 17:55 of the third period — a play started by Gelinas — to break open a contest featuring brilliant goaltending at both ends.

"Everyone knows Sergio is Italian and a little hot-blooded," Ronning said. "We do a give-and-go game that suits him and suits me. Our line, we were definitely not superstars. We work hard whenever we get out there. I think that's important."

Ronning's fourth goal of the playoffs ruined a solid but cautious Toronto attempt to even the series.

Pavel Bure, with his 13th playoff goal, scored into an empty net after Felix Potvin was pulled for an extra attacker.

The Leafs were denied 29 times by goalie Kirk McLean, who tied a playoff record with his fourth shutout. It was McLean's second in a row over the Leafs, who have not beaten him for the last 135 minutes and 23 seconds.

"Cliff Ronning is probably our most improved player over three years," said Canucks coach Pat Quinn. "He's learned to play the other side of the game defensively."

McLean and Potvin traded huge saves for 57 minutes, with McLean making the more difficult ones.

Vancouver has won three in a row after an overtime loss in Game 1 in Toronto.

Late Homer Halts Padres' Skid

The Associated Press

San Diego's sorry skid finally ended, while Colorado's winless woes continued against Atlanta.

The Padres snapped a club-record, 13-game losing streak Sunday, beating the Houston Astros, 7-6, on Phil Plantier's two-run homer in the eighth inning.

Colorado fell to 0-16 lifetime against Atlanta with an 8-3 loss. Greg Maddux struck out nine batters in seven

NL ROUNDUP

innings as the Braves swept the three games in Denver.

After the Padres won, San Diego's Tony Cwynn said: "You could just sense that the guys were wondering, 'How are we going to blow it today?' When Plantier hit the home run, it was more just a feeling of relief that we had gotten the lead back."

Plantier fouled off several pitches from Mitch Williams before hitting a 1-2 pitch deep into the right-centerfield pavilion for his 13th homer of the season.

San Diego moved ahead 5-3 with four runs in the fifth, but Houston came back to take a 6-5 lead on Luis Gonzalez's two-run double in the seventh.

Braves 8, Rockies 3: Maddux limited Colorado to five hits before giving way to Mark Wohlers in the eighth. He finished off all seven innings with strikeouts, including his third in a row of Howard Johnson to escape from a bases-loaded jam in the sixth.

Lance Painter, making his first appearance for the Rockies this season after being called up from Class AAA Colorado Springs, gave up three runs in the third, including Terry Pendleton's two-run homer.

Cubs 6, Giants 5: Derrick May made a great catch in the top of the 11th, then hit a leadoff homer in the bottom to give Chicago its sixth straight victory.

May slammed into the left-field wall to catch Kirt Manwaring's deep fly ball in the Giants' 11th at Wrigley Field. He won it in the bottom of the inning, hitting a 2-0 pitch from Rod Beck into the left-field bleachers.

In earlier games, reported Monday in some editions of the Herald Tribune:

Expos 3, Pirates 2: Pedro Martinez got the victory and his first major-league hit, tripling in three runs to lead Montreal in Pittsburgh.

Martinez was hitless in 22 career at-bats before tripling with the bases loaded in the fourth. On the mound, Martinez gave up two runs and six hits in six innings. Pittsburgh starter Denny Neagle also got his first big-league hit, breaking an 0-for-40 slump.

Dodgers 10, Reds 3: Brett Butler singled, tripled and homered, and Mike Piazza hit a three-run homer as visiting Los Angeles won for the ninth time in 11 games.

Winner Pedro Astacio gave up seven hits and one run in eight innings. He had a shutout until giving up an RBI triple to Hal Morris in the eighth.

The Dodgers scored their first four runs off Reds' starter Tim Lincecum, who has given up 11 runs in the first inning in his last five starts.

Cardinals 10, Marlins 9: Gregg Jefferies' two-run double capped a four-run ninth that gave St. Louis the victory in a brawl-marred game in Miami.

Marlin reliever Jeremy Hernandez entered the ninth inning with a 9-6 lead, but couldn't hold it. The Cardinals went ahead on a pinch-hit double by Mark Whiten, Ray Lankford's RBI single and Jefferies' double.

Four players were ejected following a second-inning brawl, triggered when St. Louis starter Allen Watson hit a batter after giving up three homers in the inning. Luis Alcala had five hits for the Cardinals.

Phillies 8, Mets 3: Lenny Dykstra, Pete Incaviglia and Darren Daulton led off innings with home runs as Philadelphia completed a three-game sweep of New York and an 8-2 homestand.

Tommy Greene allowed three runs on four hits and struck out six before leaving after 5½ innings.

Philadelphia's Dave Hollins broke his left hand while sliding into first in the third inning, and is expected to be out six weeks.

Lehman Eases Masters Loss in Memorial Golf

The Associated Press

DUBLIN, Ohio — Tom Lehman, in a performance deemed "unbelievable" by Jack Nicklaus, eased the pain of his Masters loss with a record-setting five-stroke triumph in The Memorial.

Just as he did six weeks ago in Augusta, Lehman took a lead into the final round Sunday. But instead of letting it get away, he built on it, posting not only his first triumph on the tour but the most lopsided victory of the season.

Lehman's fourth straight 5-under-par 67 on the Munfield Village Golf Club produced a total of 20-under-268, three strokes better than the course and tournament record of 271 set by Hal Sutton in 1986.

Nicklaus, the tournament host, founder and course designer, paraphrased Bobby Jones' accolade to Nicklaus 19 years ago, saying Lehman "truly played a game with which I am not familiar."

Greg Norman, who birdied three of the last four holes to gain second place, closed with a 64. Norman finished at 273. John Cook was next at 276.

DENNIS THE MENACE



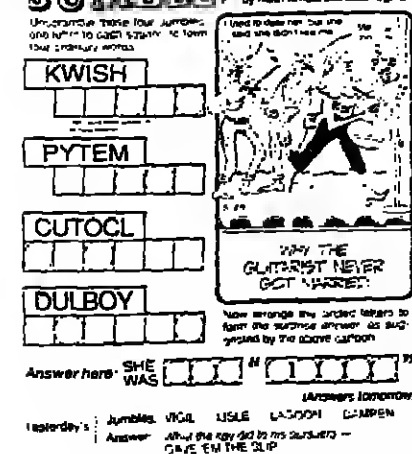
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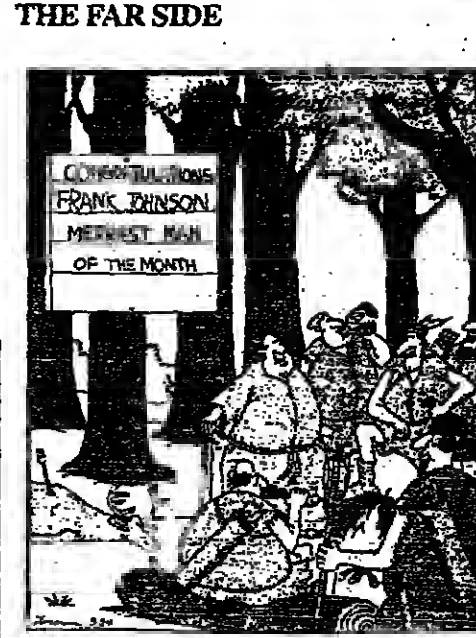
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SPORTS

Henri and Martina: Early Good-Byes, But Not Farewell

By Ian Thomsen
International Herald Tribune

PARIS — Roland Garros was unveiling its newest court and called on Henri Leconte to open it, the way Las Vegas would hire Tony Bennett to open a new casino. A choir of schoolchildren old enough to be tennis millionaires was belting out "La Marseillaise" as loud as they could: against their better spirit, the thousands in the audience stood quiet, so as not to trample the song.

Then Leconte came on against Paul Haarhuis of the Netherlands. Leconte is the French Jimmy Connors. He is only 30 — nothing compared to Martina Navratilova — but there is a herniated-disk surgery in his background, which he uses like a beggar's sad story. You knew he was aiming for the possibility of a third-round match against the world's No. 1 player, Pete Sampras, on this day that is foreign to Sampras, in front of these French fans who are loyal to Leconte. Then he lost in straight sets to Haarhuis, 6-4, 6-4, 6-2.

"I am getting older and the tennis is getting faster, faster every year," Leconte said. "Even if I enjoy myself playing tennis sometimes, I am not able to do the same shot that I am supposed to do before, because the guys are playing faster. The guys are playing better, and me? I am slower. And when I am getting older I am going to be slower again, especially with the operation I had. I feel pain all the time, but I get used to that."

A few reporters left his impending funeral to go watch Martina. You didn't expect Martina to lose on the first day of the French Open, in her first appearance here in six years. She is 37, or 16 years older than Martina Navratilova, the 54th-ranked Dutchwoman who upset her, 6-4, 6-4. "This is not a farewell tour," said Navratilova, who will remain in Paris for play doubles. "This is my last year on the circuit. I just felt I wanted more matches going into Wimbledon, because I felt last year I wasn't sharp enough because I hadn't played enough."

It was never quite right for her Monday, and to attribute it simply to natural causes is to ignore the wonder of her world No. 4 ranking, and the fact that she has not finished any of the last 19 seasons ranked lower than No. 5. Navratilova won this championship in 1982 and 1984. But day is her least favorite surface, and she had been advised against returning here by her coach, Craig Kardon, as well as by Billie Jean King. "But I don't think they were worried about me losing in the first round," she said.

Perhaps if she had become angrier sooner — but that's a tough demand for someone who has hit the ball so many hundreds of thousands of times and heard people crying "Go Martina" in so many different languages. Yet that is the difference between someone like her and someone like Leconte, who reasonably and realistically hopes to make the most of what he's got. His is the kind of high life that leads to clogged arteries and other happy ailments; Martina will never be that type. She probably was thinking of winning the tournament.

"Had I been able to get through the first round, I think I would have been O.K. here," she said.

She likes to involve the crowd and ride their emotions, but she was assigned to Court 1, which on Monday was a shallow, uncrowded bowl holding a couple thousand. "I just wish I had got on Center Court," Navratilova said. "I was disappointed I didn't play there."

There was something more to her disappointment than the inspiration of winning a match. She has after all, won more than 1,400 of them. In the second set, she began to throw tantrums, trying to inflame herself with panic; or perhaps the panic, helpfully, took over on its own. She cursed herself and tossed herself around, and it was all decided by the sixth game of the second set. Orensman was serving, and it went on and on, like being chased in a dream. It went on for 18 points. Martina had a half-dozen chances to break through, and maybe then she would have been O.K. This is not a farewell tour.

It really isn't.

The last shot of the crucial game came off her forehead. The net is latched like a racket, and the ball hung in the air. She grabbed her own racket with both hands like a microphone, turning away, and everyone could hear her cry, "Oh God..."

As for the foreign day at Roland Garros, it is the shade of a perfect sunrise, and the court had been swept to resemble the beaches on such mornings, smooth and firm; at least, Navratilova seems to regard every court this way. She looks around as if she wants to always remember the moment, not to cash in on it, but to breathe life into it and make it last.

"I try not to think about it," she said. "When I do, I get misty-eyed. I think that is why I was more affected by losing because I know this is the last time, and it would have probably been easier on myself if I hadn't said this is my last year."

As she was walking off the court, she slammed her racket down like an axe upon her chair, and, symbolically, the racket broke.

"I thought about it later and I said, 'Oh, great, really setting a great example,'" she said. She had never done that before. Likely, she never will again.



Steffi Graf cruised past Katarina Stutenkova in straight sets on Monday as the French Open began.

Previous Drug Rehab For Capriati Reported

The Associated Press

MIAMI — Jennifer Capriati spent time in drug rehabilitation three months before she was arrested on marijuana possession charges, Newsweek reported.

The magazine, reporting Sunday for this week's editions, said the tennis star, 18, had spent more than a week at The Manors, a \$950-a-day private psychiatric hospital in Tarpon Springs, Florida. Capriati is currently undergoing drug rehabilitation at Mount Sinai Medical Center in Miami Beach.

Newsweek said two girls who spent much of the weekend with Capriati before her arrest May 16 at the Coral Gables motel had also been treated at the clinic.

A Capriati spokeswoman would not say whether the player had ever been admitted to a similar program before her arrest.

A spokeswoman for The Manors said Florida law prohibits the facility from releasing confidential information about patients.

Newsweek outlined a series of events leading to the arrest: Capriati began a weekend binge Friday, May 13, with the decision to drive from Boca Raton to Miami to meet a 16-year-old girl with whom she had become friendly at the clinic.

The girl reportedly introduced Capriati to another girl, Timotee Brangan, 17, who had also been treated at The Manors. They then embarked on three days of partying that ended when Brangan's parents sent the police to the motel where Capriati was arrested.

Naibian Wilson, who parted with the group, told Newsweek he had used cocaine and heroin with Capriati over the weekend, echoing a claim made last week by Tom Wilander, a Connecticut drug-offender arrested with Capriati.

But another man who attended the party, Mark Black, 19, insisted to Newsweek that Capriati used no heavy drugs.

Men's and Women's First Round French Open Results

Mondays first round results from the French Open Tennis Championships at the Roland Garros Stadium in Paris:

MEN'S SINGLES

Lars Jansson, Sweden, def. Mikael Pernfors, Sweden, 7-5, 6-2, 10-8 ret.
Andre Olsson, Russia, def. Steve Bryan, U.S., 6-3, 6-2, 6-3.
Jacco Eltingh, Netherlands, def. Carl Uwe Siewke, Germany, 7-5, 6-2, 6-3.
Richard Krajicek, 161, Netherlands, def. Karel Novacek, Czech, 6-1, 7-5, 7-5.
David Whitaker, U.S., def. Thomas Enqvist, Sweden, 7-5, 6-3, 6-3.
Fabrizio Santoro, France, def. Kenneth Carlsen, Denmark, 7-5, 6-3, 6-3.
Paul Haarhuis, Netherlands, def. Henri Leconte, France, 6-4, 6-2, 6-3.
Mikael Tillander, Sweden, def. Markus Zacher, Germany, 6-4, 7-5, 6-3.
Alexander Volkov, Russia, def. Marcos Ondruska, South Africa, 6-1, 7-5, 6-3.
Nicklas Pietrangeli, def. Frederic Fontana, France, 6-3, 6-4, 6-2.
Jonathan Stark, U.S., def. Brad Lasham, Australia, 6-2, 6-3, 6-2.
Andrei Medvedev, U.S., def. Andrei Olsson, Russia, 6-3, 6-2, 6-3.
Sergei Bruguera, Spain, def. Mark Black, 19, 6-3, 6-2, 6-3.
Goran Ivanisevic, Croatia, def. Marc Goolbsy, Germany, 7-5, 6-3, 6-2.

WOMEN'S SINGLES

Steffi Graf, Germany, def. Katarina Stutenkova, Slovakia, 6-2, 6-2.

Sandrine Rother, Netherlands, def. Natalia Medvedeva, Ukraine, 6-2, 6-3.
Alexandra Fialk, France, def. Nicole Pietrangeli, U.S., 6-3, 6-2.
Monique Krieger, 5 Africa, def. Eugenia Manolova, Russia, 6-4, 6-3.
Nicola Pietrangeli, U.S., def. Laura Golar, Italy, 6-4, 6-3.
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Mary Pierce, 121, France, def. Nicole Pietrangeli, 6-4, 6-1.
Maria Francesca Benoit, Italy, def. Patricia Korda, U.S., 6-3, 6-2.
Kimberly Po, U.S., def. Catherine Holmes, France, 6-3, 6-2.
Bernarda Rittner, Germany, def. Kristine Radford, Australia, 6-1, 6-2.
Ruxandra Dracoveanu, Romania, def. Magdalena Melewska, 6-3, 6-2.

Mikael Tillander, Sweden, def. Martina Navratilova, 6-4, 6-2.
Karin Kachewski, Germany, def. Isabelle Demangeat, France, 6-3, 6-2.
Monique Krieger, 5 Africa, def. Eugenia Manolova, Russia, 6-4, 6-3.
Nicola Pietrangeli, U.S., def. Laura Golar, Italy, 6-4, 6-3.
Karin Kachewski, Germany, def. Anneliese Hahn, Germany, 6-3, 6-2.
Rachael Zvereva, Slovakia, def. Nathalie Herrmann, France, 6-4, 6-1.
Sandra Cecic, U.S., def. Maria Endo, Japan, 6-3, 6-2.
Ludmila Richterova, Czech, def. Barbara Schett, Austria, 6-4, 7-5, 6-3.
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Irina Selaru

